

Austria	5022	Indonesia	Rs1100
Bahrain	Dirh 450	Iceland	Rs2100
Belgium	BF 740	Italy	Rs250
Canada	CS1.00	Japan	Y1500
Cyprus	CS1.90	Jordan	Fls1500
Denmark	DKr1.00	Kuwait	Fls1500
Egypt	£1.25	Sweden	Sk19.00
Finland	Fls1.00	Switzerland	Fr12.50
France	Fr57.00	Thailand	Fls1.00
Germany	DM2.30	Morocco	Dir1.00
Greece	Dr120	Turkey	L1000
Hong Kong	HK\$12	UAE	Dir1.50
Iceland	Fls1.00	Norway	Nkr10.00
France	Fr57.00	USA	\$1.00

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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World News

Pressure on Gandhi for fresh Bofors probe

Indian Prime Minister Rajiv Gandhi faced a fresh onslaught by opposition leaders who asked President R. Venkataraman to order a new inquiry into charges that payoffs were made in a \$1.4bn howitzer deal with Bofors of Sweden. Page 3.

Israelis halt Arab demo: Israeli security forces fired rubber bullets to disperse stone-throwing Arab demonstrators in Jerusalem and Palestinians in occupied territories staged a commercial strike against Israeli rule. Page 3.

Armenian strike: Thousands of people dissatisfied with the Armenian leadership's explanation of the ethnic dispute at the Communist Party conference, began a strike on Monday. Page 3.

Progress at arms talks: Nato and Warsaw Pact countries were close to resolving one of the most difficult issues in the informal talks on reducing conventional weapons in Europe. Page 3.

Galtieri on trial: An Argentine civil court will hear appeals on July 26 demanding harsher sentences for former military rulers than imposed by a military tribunal including ex-president Galtieri, for their role in the Falklands war. Page 3.

Iran contact: US Secretary of State George Shultz said Iran had used third parties to seek direct contact with the US and that the US was willing to talk to authoritative Iranian representatives. Diplomatic relations ceased in 1979.

Flight recorder ruling: A judge investigating the crash of an Air France A-320 Airbus in which three people died last month, ordered its two flight recorders to be placed under lock and key because he did not want them left with the civil aviation authorities "without judicial guarantees." Page 3.

Greece sets agenda: Greece served notice on its EC partners that it would use its six-month EC presidency to promote closer Community relations with Cyprus, while keeping at arm's length Turkey and any other who might be member. Page 3.

Mexican poll appeal: President Miguel de la Madrid of Mexico repeated his appeal to voters for "clean, legal and peaceful elections" amid widespread anger over the murder of a leading opposition politician and his side. Page 4.

Yugoslav pay protest: Thousands of Yugoslav workers - most of them from a leather and shoe plant - staged a mass demonstration in the Croatian town of Vukovar, demanding a doubling of wages. Page 4.

Portuguese bank strike: Strikes closed banks and disrupted transport throughout Portugal as public sector unions pressed for improved wages and working conditions. Page 4.

Contras kill 12: Nicaragua said US-backed Contra rebels had killed 12 people in an ambush on two military trucks, violating a ceasefire in effect for the past three months. Page 4.

Afghan rebel offensive: Afghan rebels fighting the Soviet-backed Kabul Government mounted attacks at 67 places in five days, the Tass Soviet news agency said.

Mijack trial opens: The trial opened in Frankfurt of Mohammed Ali Hamadei, the Lebanese citizen accused of hijacking a TWA airliner in June 1985 and murdering one of the passengers. Page 3.

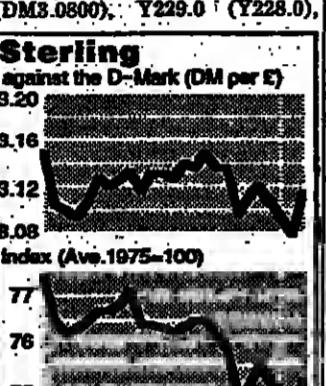
Business Summary

Ryobi to buy Singer division for \$325m

RYOBI, Japanese maker of power tools, sports goods, printing equipment and die castings, is to pay \$325m for US Singer's Motor Products division. Page 19.

Chairman of the UK Securities and Investments Board, the chief investor protection agency, dashed City of London hopes for a radical relaxation of the new regulatory regime in his first public pronouncement since taking over five weeks ago as chairman. Page 18.

STERLING: closed in London at 71.7065 (\$1.6930), DM3.1125 (DM3.0800), Y229.0 (Y228.0).



EUROPEAN NEWS

Greece to point EC in direction of Cyprus

BY DAVID BUCHAN IN STRASBOURG

GREECE YESTERDAY served its EC partners that it would use its six-month EC presidency to promote closer Community relations with Cyprus while keeping at arms length Turkey and any other would-be members.

Mr Karolos Papoulias, the Greek Foreign Minister, yesterday outlined to the European Parliament his Government's presidency priorities. Athens, he said, would put a social accent on internal EC policy-making, while also displaying a new willingness to see the Community discuss security issues.

"Turkey cannot expect anything from the Community" while its troops occupy part of Cyprus, Mr Papoulias told MEPs during question time. Earlier he had said: "In the immediate future there should be no discussion of, or action on, any further enlargement of the Community."

Turkey is the only current applicant for EC membership, though Austria and Norway are weighing up whether and when to make similar applications.

However, Greece would support last month's request by

Cyprus for a political dialogue with the Community. A formal EC ministerial meeting with Cyprus is planned while the Greeks hold the EC chairmanship at the end of December, but there are no plans to revive a similar meeting with Turkey which was held in April over a flare-up of the Cyprus issue.

Mr Papoulias made clear that Athens would not allow its EC partners to backtrack from the position they agreed in April linking the Cyprus issue to that of Turkey's relations with the Community.

Fully half, Mr Papoulias' speech was taken up with political co-operation issues, an increasingly active area of European policy co-ordination outside the strict ambit of the Treaty of Rome. In the past, Greece has resisted joint EC declarations on East-West and security issues. But Mr Papoulias said yesterday that the Community's need to have "a single and affective voice" was "particularly acute today" when the international political scene was shifting so rapidly.

Leaders of divided island may meet next week

BY WILLIAM DULLFORCE IN GENEVA

THE LEADERS of the Greek and Turkish communities in Cyprus may meet in Geneva next week for the first time in three years.

Mr Javier Perez de Cuellar, the United Nations' Secretary-General, said yesterday he hoped to hold a working lunch with Mr George Vassilios, the Greek Cypriot President, and Mr Rauf Denktash, the Turkish Cypriot leader.

They would discuss ways of resuming UN-sponsored talks for a settlement in the divided island, which has been a potentially explosive source of conflict between Greece and Turkey since the Turkish army occupied the north-eastern part in 1974.

Mr Perez de Cuellar said he had received "full acceptance" of his invitation to the lunch from the Greek Cypriot side but was still "working on details" with the Turkish Cypriot side. He expected a response later yesterday or today from Mr Denktash and hoped the last difficulties would be ironed out.

The move to resume the dialogue between Greek and Turkish Cypriots comes after the thaw in relations between Greece and Turkey marked by the visit to Athens last month of Mr Turgut Ozal. This first visit to the Greek

capital in 26 years by a Turkish Prime Minister was the joint pledge by Mr Ozal and Mr Andreas Papandreou, the Greek Prime Minister, made in Davos, the Swiss resort, in January, to work for "lasting peaceful relations."

Cyprus is the main obstacle to achieving this goal. During the recent Athens meeting Greece is understood to have demanded a firm timetable for the withdrawal of the 35,000 Turkish troops from Northern Cyprus as a basis for negotiations.

Turkey maintained that withdrawal could be discussed only together with the terms for a territorial and constitutional accord in Cyprus. The UN has proposed a federal settlement for the Greek and Turkish communities on Cyprus.

• Jim Bodenham adds from Ankara. Mr Denktash appeared yesterday to have bowed to heavy pressure from Ankara in advance of the meeting under the UN's aegis. A statement from the Turkish presidency yesterday afternoon said President Kenan Evren had been told to visit Ankara by Mr Denktash that he would attend the meeting without an agenda or preconditions.

Polish leadership seeks accord with the church

BY CHRISTOPHER BOBINSKI IN WARSAW

POLAND'S LEADERS, facing more industrial unrest this autumn, are attempting to reach an accommodation with the powerful Roman Catholic church as well as with the moderate wing of the opposition, according to a senior party official.

They are offering the church an agreement which would formally guarantee its rights and obligations for the first time and incorporate them in a convention lifting relations with the Vatican to full diplomatic status.

At the same time the opposition is being offered a minority role in Parliament and other advisory bodies, and greater freedom to set up clubs and political associations.

The senior official who declined to be named thought agreement with the church could be reached by next year, but he was less optimistic about an accord with the opposition.

Indeed, Mr Andrzej Wielowiejski, a Solidarity adviser and secretary of Warsaw's intelligentsia Club who has been taking part in behind-the-scenes talks for several months, confirms that the official offer falls below his expectations.

While hinting that they are ready to see leading opposition figures, including Mr Lech Wałęsa, the Solidarity chairman, playing a public role within existing official structures, the Government remains adamantly opposed to permitting a return of Solidarity or any successors to the official union.

Solidarity strategists like Mr Bronisław Geremek, however, insist that the agreement is only feasible if the authorities first recognise the movement's right to exist. The authorities seem set on drawing the opposition into bearing common responsibility for Poland's plight while reserving real power for themselves.

Israel worried as MEPs vote on trade package

BY ANDREW WHITLEY IN JERUSALEM

ISRAELI government officials are holding their breath before today's scheduled vote in the European Parliament on three trade and financial accords which MEPs in effect vetoed in March.

A second failure to approve the package of agreements would be a serious setback for EC-Israel relations, already strained by the seven-month Palestinian uprising in the occupied territories. It would also raise constitutional issues between Strasbourg and the Commission in Brussels.

Private signals from Brussels suggest that the Israeli protocols may not receive the necessary two-thirds majority, despite intense lobbying by Israeli and Commission officials, anxious not to have to reopen negotiations on the central trade protocol.

The drafting of this protocol, an addendum to the 1975 bilateral trade agreement, was originally

Armenian minister sees solution to Nagorno-Karabakh dispute

BY HAIG SIMONIAN IN FRANKFURT

THE GOVERNMENT of Soviet Armenia still hopes for a satisfactory solution to the dispute over the territory of Nagorno-Karabakh, which has triggered unprecedented demonstrations in the region and raised questions about the Soviet Union's ethnic nationalities policy.

Mr Anatoly Mkrtchyan, the Armenian Minister of Foreign Affairs, said in an interview yesterday that his government thought Nagorno-Karabakh would be the EC's choice by the end of December, but there are no plans to revive a similar meeting with Turkey which was held in April over a flare-up of the Cyprus issue.

Mr Papoulias made clear that

Athens would not allow its EC partners to backtrack from the position they agreed in April linking the Cyprus issue to that of Turkey's relations with the Community.

Only half, Mr Papoulias' speech was taken up with political co-operation issues, an increasingly active area of European policy co-ordination outside the strict ambit of the Treaty of Rome. In the past, Greece has resisted joint EC declarations on East-West and security issues.

But Mr Papoulias said yesterday that the Community's need to have "a single and affective voice" was "particularly acute today" when the international political scene was shifting so rapidly.

The talks, which are linked to the Vienna meeting of the Conference on Security and Co-operation in Europe (CSCE), started in February last year and are aimed at reducing conventional forces "from the Atlantic to the Urals".

Both sides agree on a final mandate, the new talks will eventually replace the deadlocked Mutual and Balanced Force Reduction talks (MBFR) which have been taking place in Vienna for the past 14 years.

Although progress has been steady, two main issues remain to be resolved. The most important is the insistence by the Warsaw Pact that a mention of dual-capable systems, conventional weapons which have nuclear capability, should be included in the mandate.

Mato, however, argues that since the talks relate only to conventional weapons systems, any inclusion of dual-capable weapons is irrelevant. Western diplomats believe their inclusion would allow the Warsaw Pact to broaden the scope of the talks to include tactical nuclear weapons.

The Warsaw Pact argues that excluding dual capable weapons from the mandate could possibly exclude some categories of conventional forces.

In an effort to resolve the issue, the UN last week formally acknowledged the Warsaw Pact's concerns and this is now likely to lead to a resolution of the issue.

The mandate also depends on progress made at the CSCE talks in the humanitarian field, the other main issue. Western diplomats say that unless there is a "balanced outcome" between arms, security and human rights, formal conventional stability talks will be seriously affected.

In addition, it is very difficult

to measure the results of long-term chronic care, which frequently does not result in "good health" or the elimination of disease, but simply slows the decline or provides some level of comfort to a patient whose illness will end in death.

The OECD notes that in 10 large member countries, health spending is more than four times as high per capita on the over-65s as on the under-55s. For the over-75s, the proportion rises to nearly six times.

Commercial or public organisations could solve the problem of providing enough long-term care capacity, the organisation reports, but doing so efficiently is very difficult. Medical and social services organisations often fail to co-ordinate their activities, which overlap greatly in this area.

Because large numbers of women reach the over-80 age group where dementia, coronary and arterial diseases and musculo-skeletal impairments become widespread, they are a particularly vulnerable group, the report says. In the US, for example, 21 per cent of women over 80 suffer

from dementia, compared with 13 per cent of men of the same age and 8 per cent of the 75-79 age group for both sexes.

Health spending in OECD countries rose from around 4 per cent of gross domestic product in 1960 to nearly 7.5 per cent in 1985.

The public share of health spending rose even faster, from 2.5 per cent to 5.75 per cent, and health is the second largest item of social spending after pensions.

The OECD says that health care services have particular characteristics which make them unusually difficult to manage within a limited budget. These characteristics include distribution of illness which is unrelated to the ability to pay, a concentration of spending on very small segments of the population (especially the elderly), benefit and

in the cancellation of virtually all flights at Yerevan airport, it said. Delegates who attended the conference spoke to crowds in Yerevan's Opera Square and counseled patience on the Nagorno-Karabakh issue, but after "strong debates" workers called for a strike.

Some Armenians who supported the Nagorno-Karabakh appeal at the party conference in Yerevan called for a strike in Yerevan's Opera Square and counseled patience on the Nagorno-Karabakh issue, but after "strong debates" workers called for a strike.

cent Armenian, in favour of incorporation into Armenia.

Mr Mkrtchyan stressed that turnout at the demonstrations in Yerevan, the Armenian capital, had reached 700,000 at their height in February. However, the demonstrators had been peaceful and with no anti-Soviet slogans or propaganda.

"Everyone in Armenia believes in the peaceful and friendly resolution of the problem according to the rules of the Soviet Union," he said. "The Armenian government would take steps against nationalists seeking other solutions. There are always people who want everything at once," he said.

There had been great concern in Armenia, he said, following the violence in the Azerbaijani city of Sumgait earlier this year, where a number of Armenians were killed. "The reaction is very logical, the people were very unhappy," he said.

Mr Mkrtchyan confirmed Armenia was concerned about

the possibility of further reprisals. "What happened is done, but we don't want to see it twice," he said.

While emphasising that the problem of Nagorno-Karabakh was "extremely serious" and accepting that the Soviet Union faced numerous other ethnic grievances, he emphasised the need to see the Nagorno-Karabakh issue separately.

A solution there would not necessarily set a dangerous precedent. "If you have no problems and solve Nagorno-Karabakh, then you only have 15 left." The nationalities problems were "absolutely different" and should not be treated in the same way.

Armenia was concerned about

Weapons talks show progress

BY JUDY DEMPSEY IN VIENNA

NATO and Warsaw Pact countries are close to resolving one of the most difficult issues in the informal talks on reducing conventional weapons in Europe.

The talks, which are linked to the Vienna meeting of the Conference on Security and Co-operation in Europe (CSCE), started in February last year and are aimed at reducing conventional forces "from the Atlantic to the Urals".

While Japan, which faces the problem sooner, has already made substantial efforts to come to grips with its ageing population, some senior Western officials feel their governments have not yet addressed the problem seriously.

OECD officials estimate that by 2030 more than one person in five in France and West Germany will be aged 80 or over, and one in three will be over 65.

Social spending overall grew by an average 3 per cent a year in real terms in OECD countries throughout the 1950s, 1960s and early 1970s, but the pace slowed in the mid-1970s in the face of lower economic growth, rising life expectancies, shows that by

Ageing populations pose problems for OECD nations

BY GEORGE GRAHAM IN PARIS

SOCIAL AFFAIRS ministers of the leading industrialised nations meet in Paris today and tomorrow to discuss social security policies for the 1990s.

The meeting of the social affairs committee of the Organisation for Economic Co-operation and Development will discuss how to cope with the dramatic increase in the elderly population expected in most industrialised countries in the early years of the next century, as well as with the development of an excluded "underclass" in many countries, and with shifts in the patterns of unemployment.

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Social spending overall grew by an average

Indian opposition renews demand for Bofors probe

BY K.C. SHARMA IN NEW DELHI

MR RAJIV GANDHI, India's Prime Minister, faces a fresh onslaught by the country's opposition leaders who yesterday asked President R. Venkataraman to order a fresh parliamentary inquiry into charges that payoffs were made in a \$1.4bn howitzer deal with Bofors of Sweden.

A 22-member delegation of opposition leaders presented the president with a memorandum saying that a previous parliamentary inquiry into the charges had been a "whitewash". It said the report of the committee, which the opposition had boycotted, had wrongly found that Bofors had made no payment of profits or commission by Bofors to Indians.

Charged made by opposition leaders involved Mr Gandhi, his close friend and Indian Defense agent. At one time, the controversy reached such a pitch that it was feared Mr Gandhi might have been forced to resign.

The row led to the resignation of Mr Vishwanath Pratap Singh from the Cabinet and he has now emerged as a key opposition leader and, many believe, a rival to Mr Gandhi.

The president told the opposition leaders that he was a titular head of state and all he could do was to forward their memorandum to the Prime Minister. It is unlikely that the demand for a fresh inquiry will be accepted, and so the opposition can be expected to start the nationwide campaign against Mr Gandhi on the issue again.

S African mine deal ends fear of strike

BY ANTHONY ROBINSON IN JOHANNESBURG

THE South African mining industry has been spared another damaging gold and coal mine strike this year following agreement between the Chamber of Mines and the black National Union of Mineworkers on the 1988-89 labour contract. White miners agreed a 12 per cent wage increase last month.

Under the new agreement over 550,000 black workers at mines belonging to the six leading mining houses - Anglo American, Anglovaal, Johannesburg Consolidated Investments, Gencor, Gold Fields of South Africa and Rand Mines - will receive pay rises ranging from 13 to 16.5 per cent and the phased introduction of a contributory provident fund. This will provide black miners with pension rights for the first time.

The rise for skilled workers is just below the 13.5 per cent inflation rate although the 16.5 per cent increase for workers on the lowest pay scale means a real increase and further lowering of differentials.

The settlement, effective from July 1, compares with the union's opening demand of 30 per cent across the board, a R350 (550) per month minimum wage and increased fringe and holiday benefits. This was countered by the chamber's opening bid of 10.5 per cent.

Despite what an Anglo spokesman described as the "business-like and non-ideological tone" of this year's negotiations the talks broke down on June 22. The NUM then called for a conclusion on the industry, the first stage in the

dispute process which in previous years has culminated in strike action. The chamber refused to raise its final offer or agree to the R350 minimum but indicated room for manoeuvre on the NUM's other main demand, the setting up of a provident fund to provide pensions for black workers.

Under the agreement both employers and workers will contribute 1.5 per cent of wages to the fund, rising to 3 per cent in 1989 and 5 per cent each in the third year.

Agreement on the provident fund, provided the face-saver needed by union negotiators who last year led 300,000 miners into a three-week strike which led to more than 40,000 dismissals and estimated losses of up to R400m for the industry.

At the end of last year's strike Mr Cyril Ramaphosa, NUM general secretary, warned it was "only a dress rehearsal" for another big confrontation this year. But Anglo and other employers sacked thousands of union activists and shop stewards after the strike and NUM lost 60,000 disillusioned members.

Since then the rank and file have been signalling opposition to another strike this year. The clearest indication of the miners' mood came last month when the overwhelming majority of miners stayed at work while more than 2m other workers headed union calls for a three-day work stayaway in protest against the banning of black opposition groups and new labour legislation.

Credits ease constraints on balance of payments

BY ANTHONY ROBINSON

SOUTH AFRICA has registered a "gratifying" increase in trade-related, gold-related and suppliers credits in recent months, Dr Gerard de Kock, Governor of the South African Reserve Bank, revealed yesterday in a speech at the Durban Rotary Club.

These increased credits "serve to ease balance of payments constraints on economic growth now that the rising domestic demand has, for the moment, virtually eliminated the surplus on current account," he added.

Last week the Reserve Bank announced that the current account registered a R410m (71m) deficit over the first quarter, the first quarterly deficit for three years, after a surplus of R16.2m for 1987.

The deficit was mainly due to a marked deterioration of the trade account following a sharp rise in imports and sluggish exports.

GE

Israel closes Palestinian schools

BY ANDREW WHITLEY IN JERUSALEM

THE ISRAELI army yesterday re-closed all 1,200 schools in the occupied West Bank for the next three days, affecting 300,000 pupils taking their end-of-year examinations. Brig Gen Shmuel Erez, head of the region's military government, said the decision was intended as a warning to parents.

The schools were only opened last month, after lengthy closures of up to five months, but have, once again, been the focus of anti-Israeli disturbances. Stu-

OVERSEAS NEWS

Security tight as Hamadei trial opens in Frankfurt

THE TRIAL opened in Frankfurt yesterday of Mr Mohamed Ali Hamadei, the Lebanese citizen accused of hijacking a Trans World Airlines aircraft in June 1983 and murdering one of the passengers on board.

Amid intense security in a specially-prepared courtroom at Frankfurt's Preungesheim

BY HAIG SIMONIAN
IN FRANKFURT

jailed, Mr Hamadei, who was appearing in public for the first time since his arrest in January 1987, seemed relaxed

and unmoved by the life sentence he may face.

The trial, which has grave political overtones, not least because of the continuing captivity of a German hostage in Beirut, came to a halt within 30 minutes after Mr Michael Senz, one of Mr Hamadei's four lawyers, claimed that his client's interpreter was biased

after having taken part in Mr Hamadei's interrogation.

Apart from the main charges against Mr Hamadei, the judge, Mr Heiner Mückener, announced 11 incidental actions being brought by members of the family of the dead hijack victim, Mr Robert Stethem, a US citizen, and six

other passengers of the hijacked jet.

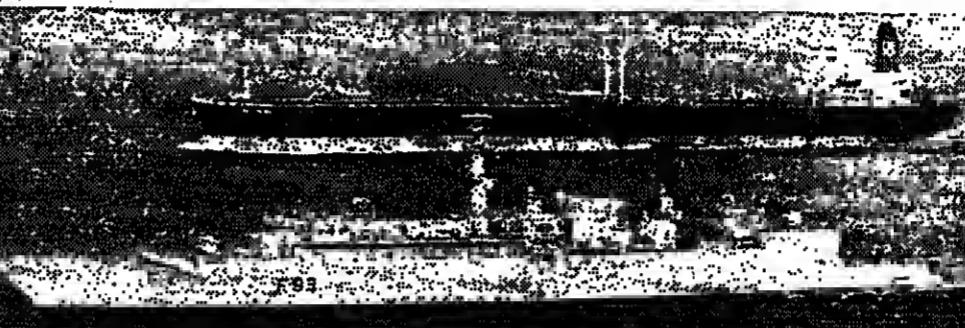
The trial has triggered immense press interest, especially in the US. About 100 journalists were crowded into the courtroom yesterday, along with an observer from the US Embassy.

However, those expecting fireworks will have to be

patient. The trial is expected to last for a year, and the judge clearly tried to set the tone for a cool-headed endurance test. After a series of interruptions, including a pause for a headache pill to be found for Mr Hamadei, the day's proceedings progressed little further than reading the charge sheet.

British navy's discreet role in someone else's war

Robin Allen reports on the work of the Armilla patrol in the Gulf



A ship of the Armilla patrol accompanys a British-owned oil tanker in the southern Gulf

IT IS mid-afternoon in high summer and the heat haze, some 12 miles off the east coast of the United Arab Emirates in the Gulf of Oman, lies like a steam blanket over the sea. HMS Beaver, a type-22 frigate, the command ship of the British Armilla patrol, is directing the formation of a "crocodile chain" of five British-owned or registered merchant vessels which are to be accompanied under cover of darkness through the Strait of Hormuz.

This scene - observed last week before the shooting down of the Iranair passenger aircraft by a US warship at the weekend - has become entirely routine in the Gulf, where the Armilla patrol has been playing an increasingly important, though still low-profile, role in protecting merchant shipping.

The weekend's events will only

reinforce the innate caution and discretion which characterises the British naval presence in the region and which marks it out from its American counterpart.

The rules governing the Armilla patrol's activities are

strict and are rigidly observed to

conform with Britain's national

merchant vessels will request

protection if told to do so by their

owners, in which case they are

informed in when and where to ren-

dezvous with a British warship.

The Armilla patrol has been in

the Gulf since January 1980. It

now consists of two frigates, the

Beaver and Charybdis and the

destroyer Manchester. They are

armed with Sea Wolf as well as Exocet missiles as well as Exocet. The supply ship is the Royal Fleet Auxiliary tanker HMS Tidespring.

Not part of Armilla but still

under the overall day-to-day com-

mand of Capt Geoffrey Eades, the

senior naval officer Middle East,

is the newly-formed joint mine

counter-measure fleet consisting

of three British mine-hunters

sweepers plus one from each

of Belgium and the Netherlands.

These are supported by a survey

ship, HMS Herald, acting as sup-

port and command ship.

But it is the frigates and the

destroyers which provide the

escort for merchant vessels.

Their track-record is impressive.

Of the 1,000-odd vessels moving

every month in the lower Gulf

AMERICAN NEWS

Mexican president in plea for clean polls

By Ivo Dawney in Mexico City

PRESIDENT Miguel de la Madrid of Mexico has repeated his appeal to voters for "clean, legal and peaceful elections" today amid widespread anger over the murder last weekend of a leading opposition politician and his aide.

The appeal came in a nationwide address on Monday night as opposition leaders of the left-wing nationalist coalition, the National Democratic Front (FDN), were gathering in Mexico City for the burial of Mr Xavier Ovando Hernandez - a key party organiser charged with monitoring polling stations for ballot frauds.

But the television and radio broadcast was immediately attacked by Mr Cuauhtemoc Cardenas, the FDN's presidential candidate for failing to make "a single reference" to the killings which, he claimed, were undoubtedly linked to the election.

In an emergency meeting, Mr Cardenas received personal assurances from Mr Manuel Bartlett, the Interior Minister, that the crimes would be thoroughly investigated.

Mr Carlos Salinas de Gortari, the candidate of Mexico's long-ruling Institutional Revolutionary Party (PRI) and odds-on favourite for the presidency, joined the minister in condemning the murders. "Nothing justifies an attack on human life," he said.

FDN officials said privately that they were having trouble restraining some supporters from occupying town halls in retaliation at the murder. Senior government officials emphasised, however, that the killings were directly contrary to the Government's interests. "The first to be damaged is the Government, and what hurts the Government hurts the PRI," a leading party figure said.

Meanwhile, the Mexican Government has come under attack from the Gallup organisation which has been told by the government-controlled Federal Election Commission it is banned from conducting an exit poll today.

David Gardner reports on the issues and candidates in today's presidential election

Mexico's reigning party faces unprecedented challenge



MEXICO today holds presidential elections which, for the first time, challenge the monopoly of the Institutional Revolutionary Party (PRI), the longest-ruling union-Communist party in the world. The credibility of these elections is the key to Mexico's future stability and development.

The PRI is unique in that it is not a party which took or won power by force. It crossed in 1928, by the victory of the 1910-17 Revolution, in order to hold on to power.

The regime has won 14 consecutive presidential elections since 1917. It has never lost any of 31 state governorships, or 64 senate seats. It has never had less than a two-thirds majority in Congress and currently controls 97 per cent of Mexico's 2,376 municipalities.

Its legitimacy derives initially from the revolution which overthrew the semi-fidalgo regime of Porfirio Diaz. Subsequent widespread acceptance of the PRI monopoly was based fundamentally on high growth, averaging over 6 per cent annually from 1933-81. The 1982 foreign debt crisis, after an oil and credit boom accompanied by mismanagement, arbitrariness and massive corruption, has discredited the PRI irredeemably in its present, corporatist form.

In particular, the 1982 crisis alienated the upwardly mobile middle classes - whose emerging power of the PRI/state

Salinas: heir apparent of PRI pledges democracy

Mr Carlos Salinas de Gortari, 40, is the candidate of the long-ruling Institutional Revolutionary Party (PRI) and, barring a historic upset, he will be Mexico's next president.

He was handicapped by incumbent President Miguel de la Madrid to succeed him, according to two predecessors, Mr Salinas has made his career entirely in the state bureaucracy and was Planning Minister 1982-87, in firm charge of economic policy since mid-1986.

An economist with a degree

from National University (UNAM) and two masters degrees and doctorate from Harvard, he is universally recognised to have a first-class mind.

His main theme has been a pledge of democracy and clean elections, under the campaign slogan of "modern politics," and he defines his position as "progressive centre." His chief tasks will be to convince Mexicans that he won cleanly; to introduce democratic reform; to dismantle the PRI as a corporatist pyramid and to make it a credible, competitive party; and to restore the regime which links town and

countryside for the first time.

He is the son of the late General Lazaro Cardenas, a dominant political figure who, as President from 1934-40 expropriated the oil industry and distributed land to peasants. Gen Cardenas forged a popular front which was moulded into the corporatist "three sectors" of the PRI (workers, peasants and bureaucrats).

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UK NEWS

Ridley puts forward plans for low cost rural housing

BY ANDREW TAYLOR

THE Government moved yesterday to encourage the development of small villages or by building new small villages. He said developments would not be acceptable in the protected Green Belt areas around major cities or areas of outstanding natural beauty.

The consultative paper criticises previous attempts to restrict development and investment in local facilities to a few key settlements in rural areas, to the detriment of smaller villages and hamlets.

It says developments in future should be steered well away from conurbations and other large urban areas and will be expected to comply with the Government's objective of conserving the countryside. Developments in the south-east, it says, should be well beyond the outer boundary of the metropolitan Green Belt.

Mr Ridley's recent decision to allow more housing provision has angered local residents, environmentalists and supporters of his own Conservative Party in both local and central government.

Initially the extra money would be found from existing public sector budgets administered by the Housing Corporation.

Home loan rates increased

BY RICHARD WATERS

Barclays Bank yesterday became the first major mortgage lender to increase its home loan rate in the wake of the recent series of base rate rises, heralding big increases ahead for all mortgage borrowers.

Barclays' rate has gone up by 1.35 percentage points, from 9.75 per cent to 11.1 per cent.

"We still think that ours will prove to be a competitive rate," said a spokesman for Barclays, which has lent £5.5bn to home owners.

Other major lenders continued to insist yesterday that they would not move their rates until it was clear whether further changes base rates were on the way, despite the series of five increases that had taken place.

BBC reaches £13m TV football accord

BY RAYMOND SNODDY

THE BBC yesterday reached a £13m agreement with representatives of Britain's football authorities to televise live football for the next four years.

The agreement, which will be put before the management committee of the Football League today, would operate alongside BSB with the football authorities, the proposed partnership between the Football League, the Football Association and British Satellite Broadcasting, the UK's

BSB direct broadcasting by satellite venture.

The Football League said last night that the BBC and BSB arrangements would guarantee football a minimum of £3m over the next four years.

The BBC's willingness to do a deal, despite the involvement of BSB with the football authorities, has put additional pressure on the independent television companies. They have offered £10m over two years to televise the

"top ten" clubs.

There are fears that any such unilateral deal with the ITV companies could result in the break up of the Football League and the creation of a "super league." ITV representatives are due to meet chairman of the leading clubs later this week.

The BBC agreement, which has to be ratified by all the clubs, makes clear it will last only as long as the league continues in its present form.

SAS men unlikely to attend inquest

BY PETER BRUCE IN GIBRALTAR

THE SEVEN British Special Air Service (SAS) soldiers involved in the killing of three IRA terrorists in Gibraltar in March appear unlikely to give evidence at the inquest into the deaths.

This follows a decision yesterday by Mr Felix Pizzarello, the Gibraltar coroner, to reject appeals from London for the SAS members to be screened totally from the public press, jury and lawyers should they give evidence.

He ordered them screened from the press and public only.

He also gave only vague approval to British efforts to limit the scope of the inquest, which is due to begin in the colony on September 6.

Mr Pizzarello's decisions, at the end of a preliminary hearing, were greeted as "solid and sensible" by lawyers for the families of the dead terrorists. But they pose serious difficulties for the Government.

On Monday lawyers for the SAS members suggested the soldiers would not come to Gibraltar to appear at the inquest without full screening.

However, that could dash the Government's hopes that the result of the inquiry would be credible.

The Ministry of Defence said last night it was "still considering" the implications. The initial reaction within the ministry was that it was unlikely the men would attend because of the risk of identification.

A spokesman for Prime Minister Margaret Thatcher's office said the Government would consult its lawyers and those representing the soldiers before deciding whether to give advice to the men and what that advice should be.

He suggested that the Government "may say you cannot attend rather than you must attend." The Government's priority was "the safety and security of the forces involved and their families."

Officials are particularly concerned that terrorists could attempt to persuade jury members by either force or cash incentives to give precise descriptions of the seven men.

The case, for which no hearing date has yet been fixed, will require the appeal judges to

INVESTMENT FIRMS URGED TO SEE BENEFITS OF NEW REGIME

Rulebooks seen as shield for City

BY CLIVE WOLMAN

INVESTMENT FIRMS should be thankful for the detailed and complex rule books of the Securities and Investments Board and the five self-regulating organisations (SROs) under the new investor protection. Mr John Morgan, chief executive of the Investment Management Regulatory Organisation, said yesterday.

But he said that it would be unfortunate if the case prevented moves to "roll back the excessive weight of regulation."

He also denied that regulation would drive business away to other countries, "provided it is exercised in a sensible fashion". The Eurobond market came to London, he said, not because of its absence of regulation but because of the tax penalties in New York.

Similarly, business had not flowed from the rigorously regulated US commodity markets to the lightly regulated ones in London, he said.

Sir Martin Jacobson, the former deputy chairman of the SIB and current chairman of the securities firm Barclays de Zoete Wedd, said that the collapse of the Barlow Clowes investment firms owing investors £130m is a vindication of the new regulatory system, of which he has previously been a trenchant critic.

But he said that it would be unfortunate if the case prevented moves to "roll back the excessive weight of regulation."

He also denied that regulation would drive business away to other countries, "provided it is exercised in a sensible fashion".

Those who complain about the complexity of statutory drafting have missed the point: they should compare that situation with those jurisdictions where the law is case in more generalised and cautionary terms, and be thankful."

Mr Morgan also tackled the proposal that the SIB's rules, which serve as a benchmark for those of the SROs, should be re-drafted as more general statements of principle. It would be difficult for the SIB to judge whether the SRO rulebooks offered an equivalent degree of investor protection, as required by the Financial Services Act.

"Equivalence would be aiming at an undefined target," he said, and the system would become inconsistent between SROs and unpredictable for the investor.

The SIB would have to spend much more time in monitoring the SRO's day-to-day application of its rules, he suggested.

Mr Glyn Jones, a consulting partner in the financial services group of Deloitte Haskins and Sells, said that in the rush to meet the reporting requirements

compatible with likely developments in Europe.

The Securities Association, the largest self-regulating organisation under the new investor protection system, said it might defy the Securities and Investments Board in a growing controversy over the 220 foreign banks with securities operations in their UK branches.

Mr John Young, TSA chief executive, said the association was prepared to be more pragmatic than was suggested by SIB guidelines.

He said 220 foreign bank branches had applied for authorisation as investment businesses under the Financial Services Act. They included "some of the best known and most prestigious US firms and whole communities of bankers working in the securities field, for example, the Japanese." It also included 50 applications from European Community countries.

Despite the pedigree of most of them, they were in danger of failing to be granted full authorisation unless they changed their corporate structure. Mr Young implied all had interim authorisation as a holding measure.

The SIB's view, spelt out in a document published three months ago, was that the capital of a firm would have to be monitored by a regulatory authority in its home country. However, the SIB said it would not accept a firm whose regulator was not adopting high enough standards, or if the regulator was unprepared or unable legally to sign a memorandum of understanding with the UK authorities requiring a regular and detailed exchange of information.

Judge Butler decided that Mr Fisher had not "obtained" the information about Thomson T-Line but given it "without any opportunity for him to prevent that information being passed on."

"Obtaining" in the context of insider dealing involved "actively seeking or acquiring information," the judge said.

The dictionary definition of "obtained" made it clear that it did not mean to "accept or receive" but rather to "obtain or procure as a result of purpose and effort," said Judge Butler.

The three-engine Falcon 50 and 900. Executive jets as safe as airliners.

Of course you could stick with comparing operating ranges, cruising speeds, usable cabin space and the soundproofing of other private jets. Which, just between us, would only again highlight the advantages which are the strength and reputation of the Falcon the world over.

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Use of a third engine positions both of these aircraft at the very strictest level of safety, that imposed

on airliners making overwater flights via the shortest routes. This provides the aircraft with additional power always at the ready for the systems which ensure your comfort and safety.

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keep in mind the importance of the on-board electronics of a long-range aircraft.

Objectively speaking, the security offered by the three-engine Falcon is comparable to that of commercial airliners, not of other corporate jets in their class. This is of course why executives prefer the Falcon 50 and 900.

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Business takes off with Falcon



UK NEWS

Flexible access telephone network to be expanded

BY TERRY DODSWORTH, INDUSTRIAL EDITOR

BRITISH Telecom is planning a £200m investment to extend its special flexible access business service from the City of London to several large cities.

The decision to expand the flexible access network follows the installation of the first system last year to help cope with the sudden demand for private telephone circuits in the City of London following the deregulation of the financial markets.

BT completed this first £43m programme earlier this year and is engaged in a further £30m investment to extend the network in the City. The company expects to complete these projects over the next 18 months, after which it intends to move into a programme for provincial centres, concentrating initially on Birmingham, Bristol, Edinburgh, Glasgow, Leeds and Manchester. It will also expand services in London's West End and Westminster districts - respectively the capital's leisure and administrative centres.

Initial contracts for the expansion

in the provinces have already been awarded to STC, the electronics and computer group that has pioneered work on the multiplexing technology behind flexible access networks.

STC expects to receive orders worth at least £100m for the provincial programme.

• Vodafone, which has one of the UK's two licences for mobile telecommunications, has placed orders worth £50m with two manufacturers to supply it with infrastructure for a new digital network.

Orbital, a joint venture between Racal, Vodafone's parent, and Plessey, another British electronics company, has been chosen to supply equipment for London and the south of England. Ericsson, the Swedish company, will supply equipment for the Midlands and the north of England.

Vodafone's digital network is planned to come into operation from 1991, when it will gradually replace the existing system, and will be part of a pan-European network.

Securities house calls for brake on consumer credit

BY RALPH ATKINS

THE GOVERNMENT should introduce credit controls and stop money leaking from the housing market into consumer spending, says a leading securities house.

SBCI Savory Millin says that consumers are increasing spending by, for instance, obtaining loans on the value of rising house prices. It argues that Mr Nigel Lawson, Chancellor of the Exchequer, needs to send a clear signal to the personal sector to moderate its spending.

In a paper on the case for controls on credit and house lending, it argues that any further increase in spending, fuelled by borrowing, may lead to inflationary pressures in the economy or to leakages into imports and a big deterioration in Britain's trade position.

However, Dr Gerard Lyons, chief UK economist at Savory Millin, says it would be wrong to try to dampen consumer spending in the short term just by raising interest rates.

Dr Lyons suggests a series of measures that could control credit or leakages from the housing market without affecting economic activity.

These include limits on the amount consumers could borrow or individual institutions lend to homeowners and restricting loans being given to homeowners on the basis of the underlying rise in the value of their property.

The latest annual report says rather grandly that the board is

wasting money using gas or oil for processes which can be carried out more efficiently with electricity.

"For some drying techniques we have been able to demonstrate a 60 per cent to 90 per cent saving in energy," he says. He believes that many overseas competitors of British companies have gained an advantage by using more electricity, and he wants to help narrow the gap.

The latest annual report says

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largely of part-timers including a

farmer, an academic, an industrialist, an accountant and a union official.

IF YOU follow the curve of the drive from the gatehouse to the rhododendron bushes near the croquet lawn, with the river Orwell winding below towards Pin Mill, there on the housetop of England's loveliest slopes you will find Eastern Electricity.

Not an corporate豪華者

tell you much about their business but it is easy to believe that this former country seat, with its well-tended grounds and portraits hanging in the hall and landings, expresses at least something of the spirit of Eastern.

Perhaps the purchase of the building after the Second World War was an attempt to transplant "noblesse oblige" into a state monopoly. Perhaps more subtly, it was meant to inspire managers with the idea that electricity is a superior type of energy and eastern England a fine place to sell it. Perhaps this was mixed with the tendency of nationalised bodies to make life pleasant for senior staff.

Electricity executives are not on the whole fanciful people - many are engineers more used to calculating kilowatts and entropy than such speculations. On the other hand, it is hard to talk about the business for more than a few minutes without moving into the realm of ideas.

Mr Jim Smith, an impressively analytical Scot who is chairman of the board, believes he has a mission to help improve the efficiency of companies which are wasting money using gas or oil for processes which can be carried out more efficiently with electricity.

"For some drying techniques we have been able to demonstrate a 60 per cent to 90 per cent saving in energy," he says. He believes that many overseas competitors of British companies have gained an advantage by using more electricity, and he wants to help narrow the gap.

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One of the functions envisaged for the board at the time of privatisation in 1989 will be to act as a guardian of the public interest.

Since the board sets prices

and it needs to be sure that

it is either a company grows,

or it is being wisely spent.

It acts rather like a regulator for private sector monopolies. In practice the board rarely reflects a proposal but its central role, the monopoly nature of the business and the statutory preventing diversification all limit the scope

of what it needs to do.

Even for Eastern Electricity, serving an area from the Welsh to the Thames, where demand is relatively buoyant, it is easy to see why this is so. For managers running the board's six areas, profit has until now been a relatively meaningless concept. The board, like its 11 fellows in England and Wales, works to a government-set rate of return on capital and an electricity target.

The area managers, typically with 1,000 staff serving about 350 times as many customers, must contribute their share of improved efficiency for the benefit of the board.

They must draw up a detailed budget for capital spending on new power lines, substations and showrooms, which might total around £15m a year on turnover of about £300m.

Each area is thus a substantial business. However, it is not a profit centre because all important investment decisions must be passed up through the committee of full-time executives to the main board. This consists

largely of part-timers including a

farmer, an academic, an industrialist, an accountant and a union official.

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But the corporate social demands to be satisfied by some

larger vision than doing the present job well.

For many companies

the drive is for profit. At

Eastern it is growth. The board

had a fairly long tradition of

aggressive marketing, which has

been carried forward zealously

under Mr Smith.

Since 1982, sales have been increasing steadily in all three sectors of the market, domestic, industrial and commercial. The 4

per cent rise in total demand in

1986-87 compared with the previous year hardly qualifies as a

quantum leap, especially as it

largely tracks the improved pro-

activity of the economy.

Nevertheless, growth has

reflected Eastern's efforts to per-

suade industrial companies to

switch from other fuels, and its

emphasis on selling larger

domestic appliances in its 121

showrooms. Mr Smith concedes

that it is "an interesting ques-

tion" whether this expansionism

runs counter to the national

interest in conserving energy.

His answer is that the board

meets the needs of the economy

on electricity where possible,

because it regards this as the

best way of gaining their confi-

dence. It remains to be seen

whether the Government will try

to build a more positive financial

incentive to promote conserva-

tion after privatisation.

Because of this vigorous mar-

eting tradition, Eastern believes

it is in good shape to meet priva-

tion on its terms and conditions.

In the longer term the board

will need whole departments to

lead the march into new terri-

tories of private enterprise. But for

the moment the twilight gather-

ing over the Orwell is a reminder

that Eastern's central job will be

the same for many decades to

ensure that when these hundreds

of thousands of householders

start pressing switches in the

evening, the lights do actually

come on.

Britain urged to boost investment in Tunnel rail links

BY ANDREW TAYLOR

BRITAIN will lose many of the benefits of building the Channel tunnel unless it matches substantial investment being made by other European countries to

improve rail links to the tunnel. Mr Robert Adley, joint chairman of the all-party House of Com-

mons Railways Group said yes-

terday.

In a booklet published by the Conservative Political Centre, Mr Adley said French, Belgian, Dutch and West Germans authorities were busily creating a European high-speed rail network which would link Paris, Brussels, Cologne and Amsterdam with the Channel tunnel.

He criticised the British Government for failing to invest sufficient money in one of the most exciting business opportunities the country had faced for more than half a century.

He said trains travelling through France to the Channel tunnel would be able to run at an average speed of 145 mph compared with an average speed of 60 mph through southern Britain.

Britain's transport minister meetings his Continental counterparts "must feel like an outcast at an aristocratic tea-party," said Mr Adley, who is vice-chairman of the Conservative party's Transport Committee and has written a number of books about railways.

Mr Adley claimed France had budgeted about £1.2bn for a high-speed line to the coast and had, in addition, proposed a high-speed TGV train ring-route around Paris.

Britain by comparison had proposed to spend £250m out of which would have to be found the cost of a new passenger terminal at Waterloo station, London, as well as new rolling stock.

He said Britain should consider building a new railway line between London and the Channel tunnel, which is due to open in

BAe wins £52m order for seven more ATP airliners

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

AIRLINES OF Britain Holdings, the group which includes British Midland Airways, is spending £52m on a further seven British Aerospace 64-seat Advanced Turbo-Prop (ATP) airliners.

Deliveries will start later this year and all seven aircraft will be in service with the group's member airlines - including British Midland, Loganair and Manx Airlines - by May, bringing to 10 the group's total ATP fleet.

Announcing the deal yesterday, Mr Michael Bishop, chairman of Airlines of Britain Holdings, said it was necessary to expand the ATP fleet to replace smaller turbo-prop airliners and meet traffic growth.

Traffic was 25 per cent higher in the first six months

of this year than a year ago, he said, and the group expected to carry more than 3.5m passengers this year.

The introduction of the first three ATP aircraft to regular service, by British Midland, had so far been "very successful," Mr Bishop added.

Mr Sydney Gilliland, managing director of British Aerospace's civil aircraft division, said BAe was negotiating further orders for the ATP with British and foreign airlines, and hoped soon to announce further sales.

• Britain is calling for European countries to develop a common strategy to meet problems of traffic congestion in the upper airways and the more serious challenges of

growth in the 1990s.

By MICHAEL DONNE, AEROSPACE CORRESPONDENT

Area Office 36 Queen St London EC4R 1BN

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Floating Rate Notes 1983

In accordance with the provisions of the Notes, notice is hereby given that for the three months interest period from July 5, 1983 to

October 5, 198

APPOINTMENTS

ANZ/Grindlays board posts

Mr John F. Rice, based in London as general manager, AUSTRALIA AND NEW ZEALAND BANKING GROUP, and deputy managing director, Grindlays Bank, has been appointed director - Europe, South Asia, Middle East and Africa, and managing director, Grindlays Bank. He replaces Mr Bruce B. Dickenson, who will be returning to Melbourne as director, related financial services, responsible for the group's major finance, investment, insurance and trustee business in Australia. Mr A.R.D. (Robbin) Peatfield becomes general manager, banking and support, and deputy managing director, Grindlays Bank, with responsibilities including the group's operations in the Middle East and Africa. He is group executive, personnel and administration, in Melbourne. The posts will be taken up by the end of the month.

LAKE & ELLIOTT PARAMOUNT has appointed Mr Ray Attinson as technical director, Mr Graham Pickering as financial director, and Mr Frank Walsh as director and foundry general manager, engineering foundry.

Mr Derrick H. Reading, personnel director of Northern Engineering Industries, has been appointed director of the NATIONAL ENGINEERING CONSTRUCTION EMPLOYERS' ASSOCIATION.

REX WILLIAMS LEISURE has appointed Ms Jane Mofr as group finance director. She joins from Citicorp Scrimgeour Vickers, where she was a director in the corporate finance department.

CHARLES TAYLOR & CO has appointed Mr Paul Flower, Mr Iain Laird and Mr David Shepley-Cuthbert to the board of UFB ASSET FINANCE, UK subsidiary of Compagnie Bancaire Group.

Mr Raphael Afalo, Mr Brian de Mattos and Mr Nigel Fraser-Gaudens have been appointed to the board of UFB ASSET FINANCE, UK subsidiary of Compagnie Bancaire Group.

Mr Mark Robinson, a director of Leopold Joseph & Sons, has been appointed to the board of the COMMONWEALTH DEVELOPMENT CORPORATION.

A.J. ARCHER & CO has appointed Mr Geoffrey Chichester as a director. He will be the underwriter for a new Lloyd's aviation excess of loss syndicate, No. 112. He joins from C.E. Hyde & Co, where he was a director.

Mr Philip Shaw has joined BOBERT FLEMING SECURITIES from Shearman Lehman, and Mr Robert Gibson, an assistant director of County Northwest Securities, joins Flemings in August.

Mr Roger Carter (Lord) has been appointed a partner of NEVILLE RUSSELL.

STAKIS LAND AND ESTATES has appointed Ms Caroline Bain as an associate director.

CAMBRIDGE

The Financial Times proposes to publish this survey on:

25th July 1988

For a full editorial synopsis and advertisement details, please contact:

Paul Jefferis
on 021 454 0922

or write to him at:

George House
George Road
Edgbaston
Birmingham B15 1PG

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Joining Allied Breweries board

ALLIED BREWERIES has appointed Mr Don Marshall as commercial director, based at Burton-on-Trent. He will also become chairman of Alrew Maltsters, Alrew Properties Overseas Training, Alrew Take Home and Ind Cope Burton Brewery. Mr Marshall will be succeeded as managing director of Tetley Walker, based in Birmingham, by Mr Roger Parker, currently deputy managing director. Mr J.W. McKeown, who was director of brands marketing, has been appointed marketing director; and Mr Alan Smith, managing director of The Victoria Wine Co. All three join the board of Allied Breweries on September 18. Mr Michael Griffiths becomes chairman of The Victoria Wine Co., from July 28, in succession to Mr Roy Moss, who is now chief executive designate of Allied Breweries.

To the Holders of

J. Bildner & Sons, Inc.
7% Convertible Subordinated Debentures Due 2002

NOTICE OF DEFAULT

NOTICE OF DEBENTUREHOLDERS MEETING

10:00 a.m. August 10, 1988

Manufacturers Hanover Trust Company

600 Fifth Avenue

Ninth Floor Conference Room

New York, New York 10020

On June 21, 1988, Manufacturers Hanover Trust Company, as Trustee under the Indenture dated as of May 19, 1987 (the "Indenture"), of J. Bildner & Sons, Inc. (the "Company"), pursuant to which the 7% Convertible Subordinated Debentures Due 2002 (the "Debentures") were issued, notified the Company that it had failed to deliver to the Trustee within the time periods specified in the Indenture (i) an Officers' Certificate as to the occurrence of any Default during the Company's fiscal year ended January 31, 1988 and (ii) definitive Debentures for authentication and delivery by the Trustee in exchange for the Temporary Global Debenture issued and outstanding under the Indenture. Failure to deliver the Officers' Certificate and the definitive Debentures constitute Default under the Indenture. Under the terms of the Indenture, if the Defaults are not cured within 60 days after receipt by the Company of the foregoing notices, Events of Default will occur.

If an Event of Default occurs and is continuing, the Trustee or the holders of at least 25% of the then outstanding principal amount of the Debentures may declare the principal of and accrued interest on all the Debentures to be due and payable. Such a declaration by the Trustee or the holders of at least 25% of the then outstanding principal amount of the Debentures might, in our opinion, result in the Company or one or more of its creditors seeking relief under one of the provisions of the Bankruptcy Reform Act of 1978. We shall be conferring with the Company to determine what course of action will best effectively protect the interests of the holders of the Debentures (the "Debentureholders"). Of paramount concern to us, as Trustee, is determining whether a declaration, after the expiration of the 60-Day grace period, that the principal of and the accrued interest on all of the Debentures is due and payable, with its attendant serious consequences, would be in the best interests of the Debentureholders.

We have scheduled a meeting of the Debentureholders for 10:00 a.m. New York City Time on Wednesday, August 10, 1988 in the Conference Room on the 9th floor of our 600 Fifth Avenue offices in New York City so that the Debentureholders will have an opportunity to discuss this situation with each other and to present their views to the Trustee. The Company has agreed to have a representative present at the meeting to discuss this situation with the Debentureholders and to answer their questions.

On May 19, 1988, the Company did not make a payment of interest on the Debentures. As noted above, at present the Debentures are still held in the form of a Temporary Global Debenture. Under the terms of the Indenture and the Temporary Global Debenture, however, interest is only due and payable on interest payment dates occurring after the issuance of the definitive Debentures in exchange for the Temporary Global Debenture, and in the case of definitive Debentures in bearer form, only upon presentation and surrender of interest coupons.

Copies of the Indenture may be examined on the 10th Floor of our 600 Fifth Avenue offices in New York City during normal business hours by Debentureholders and their authorized designees. In this regard we call your attention to the rights which the holders of a majority of the then outstanding principal amount of the Debentures have pursuant to Section 6.05 of the Indenture:

The holders of a majority of the then outstanding principal amount of the Securities may direct the time, method and place of conducting any proceeding for any remedy available to the Trustee or of exercising any trust or power conferred on it. However, the Trustee may refuse to follow any direction that conflicts with law or this Indenture, is unduly prejudicial to the rights of other Securityholders or would involve the Trustee in personal liability.

Holders of Securities or their authorized representatives who plan to attend the meeting or who wish to be on the mailing list are requested to contact us at the address or telephone number provided below so that we may send you the appropriate questionnaire.

Manufacturers Hanover Trust Company,
as Trustee under the Indenture
dated as of May 19, 1987
of J. Bildner & Sons, Inc.
600 Fifth Avenue
New York, N.Y. 10020
Telephone No. (212) 937-1512

Dated: July 5, 1988

FT LAW REPORTS

Mareva proviso for foreign assets

BABAFAIT INTERNATIONAL
CO SA v BASSATINE

Court of Appeal (Lord Justice Kerr, Lord Justice Neill and Lord Justice Nicholls); June 29 1988

A POST-JUDGMENT Mareva injunction freezing foreign assets pending execution is justifiable only if qualified by a proviso that third parties should be unaffected by it, or, if preferable, a proviso that third parties should be unaffected unless and to the extent that the injunction is enforced by the courts of the state where the assets are situated.

The Court of Appeal so held when giving reasons for having allowed appeals by the defendants. The court held that the Mareva injunction, of April 19, 1988, freezing Babaft International Co SA a world-wide Mareva injunction over their assets in the United States, was not justified as it did not give notice of the injunction to persons such as banks, who might hold their assets.

Although Mareva injunctions were made *in personam* against defendants, they also had direct effect on third parties who were not notified of them and held assets comprised in the injunction.

Pursuant to Mr Justice Viner-Johnson's order, 47 entities in various countries were notified of the terms of the injunction by Babaft's solicitors.

Many replied that they held no assets. Others queried the effect of the order or its validity. One bank rejected it in strong terms, drawing attention to the fact that the decision had been rendered by a British court.

That correspondence spoke for itself.

The defendants' appeals against both judgments were allowed on May 18. An order substituted for the injunction was limited to the defendants personally. Also, it was ordered that all persons who had been informed of the previous injunction should be told to disregard it.

The court now gave its reasons for allowing the appeals.

The jurisdiction to grant Mareva injunctions was found in section 37 of the Supreme Court Act 1981, which might "grant an injunction . . . in all cases in which it appears . . . just and convenient to do so".

In *Ashkian (No 1) [1987] 1 QB 288* the Court of Appeal concluded that Mareva injunctions should be limited to assets located within the jurisdiction, for policy reasons. It was not a decision on the limits of the court's jurisdiction.

That was a pre-judgment case.

Interpool v Galant [1987] 2

frustrate execution of the judgment.

On April 19, 1988 he granted a world-wide Mareva injunction preventing the defendants from dealing with any of their assets without giving five days prior notice to Babaft's solicitors. The following day he refused the post-judgment order for extra-territorial disclosure of assets, under section 37(1).

Assuming that in appropriate cases there was nothing to preclude the courts from granting Mareva-type injunctions extending to assets outside the jurisdiction, three questions arose:

(1) On post-judgment applications, should the court adopt a policy in line with the authorities on post-judgment disclosure orders, by granting unqualified Marevas over foreign assets in appropriate cases?

That was the solution adopted by Mr Justice Viner-Johnson.

(2) If the answer to (1) was in the negative, because that would involve an exorbitant assertion of extra-territorial jurisdiction over third parties, should the court expressly restrict such orders to bind only the defendant personally by adding a proviso that third parties should not be affected?

That was the solution adopted after the appeal hearing.

(3) Alternatively to (2), should the order take the form of a normal Mareva injunction, but with the qualification that it should not affect third parties unless and to the extent that it was enforced by the courts of the state in which the assets were located?

That appeared to be the correct international approach.

The key to the proper exercise of any extra-territorial jurisdiction must lie in the question of international reciprocity for recognition and enforcement. In the context of the Mareva injunction one must have regard to the jurisdiction on article 24 of the European Judgments Convention, concluded in 1988 between the original six EC members and extended to the UK in 1978.

The Convention required the recognition and enforcement of

FTLR 15 decided that post-judgment orders for disclosure pursuant to RSC Order 48 could properly extend to assets outside the jurisdiction. And in *Macdine v ITC (No 2)* FT May 4 1988, the Court of Appeal made a post-judgment order for extra-territorial disclosure of assets, under section 37(1).

all judgments or orders which fall within its scope, whether final or interlocutory, subject to limited exceptions. It applied *prima facie* to any order in the present case.

Article 24 provided that application might be made to the courts of a contracting state for such provisional, including protective, measures as may be available under the law of that state", even if another contracting state had jurisdiction "as to the substance of the matter".

Two European court decisions on article 24 showed that an English pre-judgment Mareva injunction, freezing assets in any EC state, was entitled to recognition and enforcement by the courts of that state, if the English proceedings fell within article 1 of the Convention ("civil and commercial matters").

In *Bayer v Winter* [1986] 2 FTLR 111, Mr Justice Hoffmann suggested that in appropriate cases a pre-judgment Mareva could properly be granted over assets abroad if there was evidence that the foreign court would reciprocate by recognising and enforcing such orders.

That approach, based as it was on international reciprocity, was correct.

It appeared more difficult to justify post-judgment Mareva injunctions, because it could be suggested they were not "provisional or protective" measures under article 24.

Under article 16(5) of the Convention enforcement proceedings were within the exclusive jurisdiction of the state where the assets were. It seemed illogical that a post-judgment provisional protective order should fall outside article 24. The better view was that after judgment "the substance of the matter" in article 24, consisted of the enforcement proceedings referred to in article 16(5).

There was no reason why article 24 should not be available in the state where the assets

were, pending enforcement, thus entitling English courts to grant a Mareva injunction over the foreign assets.

Solution (1) was unacceptable and the appeal should be allowed to that extent.

Unqualified Mareva injunctions covering assets abroad could never be justified before or after judgment, because they involved an exorbitant assertion of jurisdiction by English courts. They could not be controlled or policed by English courts, and were not subjected to the control of local courts.

Solution (3), which was the correct solution, was not canvassed in argument. It bound the defendant personally in common with solution (2), but went further and would therefore be more useful.

That left adoption of solution (2). A Mareva-type injunction qualified by express proviso excluding any effect on third parties was unsatisfactory because it disregarded the realities which a Mareva injunction sought to achieve.

Had it been argued, the better course would have been to allow the appeal by making an order in terms of solution (3).

Lord Justice Neill and Lord Justice Nicholls gave concurring judgments.

For the defendants: Gavin Lightman QC, Barbara Dokmann QC and Hugo Page (Theodore Goddard).
For Babaft: Anthony Clarke QC, Simon Mortimore and Charles Haddon-Cave (Holman Fenwick & Willan)

Rachel Davies
Barrister

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MANAGEMENT

The first winners of the FT/LBS Design Management Award are announced today. Christopher Lorenz and Alice Rawsthorn report

FROM LONDON to Los Angeles, Tokyo to Turin, design has become one of the management fashions of the decade. Manufacturers, retailers, airlines and even banks have rushed to grasp the message that better design can give a much-needed transmutation to products, services and places of work.

But far too few companies have realised that design is much more than a skin-deep veneer, purchased from a glamorous consultant in order to give a mediocre old offering an attractive, fresh look. Prettily packaged products which break after two weeks' use, restyled shops with poor-quality merchandise, brand new buildings with shiny facades but inadequate lift facilities, jazzily

refurbished banking halls with surly clerks and long queues — all these, and more, betray a failure to understand that design can only be successful if it permeates an organisation's entire range of activities, and, in some cases, those of its suppliers.

Far from being a "quick fix", design is a complex process which is difficult to manage.

It was this awareness gap which in 1987 prompted the Financial Times and London Business School to

launch a Joint Design Management Award for organisations operating in the UK. Mrs Margaret Thatcher, the Prime Minister, will present the awards today to the joint winners, the Richards women'swear chain and Crosfield Electronics.

The Award scheme has been adapted from one originally run by the Royal Society of Arts, and will operate every other year.

Whereas Richards is just the sort

of company most people would associate with the label "design", Crosfield makes a range of computerised systems for printing and publishing, and is more usually noted for technological innovation — for which it has won four Queen's Awards.

Product design and development is certainly Crosfield's traditional forte, but it has recently made great strides in improving the management of all other aspects of its design, from the buildings in which its highly-skilled staff do their work,

to its visual corporate image, promotional literature and other communications material.

The very disparity of the two winners underlines the message that design management is an essential element in the performance of all sorts of organisations, whatever the nature of their business. The shortlist from which they were selected, by a team of eight judges, also included a financial services organisation and a food manufacturer.

The judges had a much tougher task than their counterparts on other design award schemes, which focus on individual products, services, buildings, or communications (such as annual reports), rather than on the processes by which these are all created and managed.

The criteria against which candidates for the FT/LBS award are judged include the establishment of comprehensive policies for the management of all aspects of design; this

implies both board commitment to design and a set of procedures which reach down into the organisation. Not only that, but candidates must be able to demonstrate their ability to deliver a consistently high quality of products, services, environment and communication. These elements of design must be effectively managed, and co-ordinated with each other. This is far from an easy task.

The FT's annual survey of Design in British Industry appears as a supplement to today's paper.

Submissions for the 1989-90 award scheme will be invited after a series of design management study seminars at the London Business School next autumn and winter, featuring the award winners and other companies.

Crosfield's various processes field has also taken decisive action to raise the quality of its communications design, and to coordinate the visual identities of its new decentralised business units, plus the companies it has acquired.

Among other steps, this has involved replacing an outdated and rather crude corporate logo and changing the colours of its products. The redesign was done in-house after the consultancy which had won the assignment produced an ineffective solution only a few months before a vital trade exhibition. The new identity was launched last autumn and introduced in a phased programme which is all but complete. Its implementation is backed by a thorough corporate graphic standards manual, covering everything from stationery to products.

Unlike many companies which excel at design management, Crosfield has no single person at board level with designated responsibility for design in its very widest sense. But a core of its members, under James Salmon, the managing director, now considers itself responsible for upholding — and improving — the quality of design, and board discussions on design issues are frequent. Lower level co-ordination across the various elements of the design spectrum is played by several executives, including one with the misleadingly narrow title of marketing services manager.

At this, as at every level within Crosfield, the key to its design management is twofold: an unusual degree of informal teamwork which helps build common commitment to corporate objectives; and the steady introduction of formal systems to turn commitment into controlled reality.

An article on Crosfield's changing management style will appear shortly.

Over the last 18 months Cros-

CL

Much more than skin deep

Renaissance at Richards

IMAGINE walking into a shop where the cracks in the carpet are patched up with Sellotape, where there is a wooden tray instead of a till and where the rails are crammed with a motley assortment of merchandise.

This was one of the Richard Shops of five years ago. Today the same shop, rechristened Richards, would be decked out with co-ordinated clothes, filled with fresh flowers and the strains of classical music. There would even be a till.

Five years ago Sir Terence Conran's Habitat-Mothercare bought Richard Shops as a loss-making concern. It has since been transformed into Richards, one of the most profitable parts of the empire now known as Storehouse.

In the swinging years of the 1960s Richard Shops was one of the most successful women's wear chains in the UK. But by the early 1980s, when Storehouse surfaced, it had hit the nadir of its fortunes. The shops were drab and dowdy. The merchandise was

The only good thing was that the shops occupied some of the best sites on the High Street.

Richard Shops offered an opportunity for Storehouse to learn the lessons learnt by Sir Terence through his involvement with the launch of Next, by creating its own women'swear chain.

The business was in such a sorry state that Storehouse decided to start again from scratch. The Conran Design Group (CDG) was drafted in to work with the new Richards board in mapping out a blueprint for a chain of "clean, uncluttered" shops for the young working women of the 1980s.

Their brief was to redesign every aspect of the business. The look of the shops would clearly be important, but Richards real-

ised that its blueprint had to embrace management too.

"From the beginning the underlying principle has been Terence's dictum of 'one pair of eyes,'" says Derek Lovelock, Richards' chief executive. "There are so many different people with so many different talents involved in creating a new retail group. 'One pair of eyes' means that the business should look as if one person, and one person alone, has done everything. That not only requires design, but design management."

Richards began by assembling a computerised "master calendar" listing all 3,000 components of the business and mapping out a timetable for their redesign. The timetable was monitored by a controller, who attended weekly progress meetings and assessed all aspects of the redesign with the appropriate director.

At the same time a fashion studio of forecasters and designers was established within CDG to co-ordinate the development of the new Richards' merchandise.

Teams were also assembled to create a new corporate identity embracing everything from the layout of the shops to the labels in the clothes.

Yet Richards also needed to develop new management systems to ensure that it made the most of its smart new shops.

The new management team was well aware that the success of the new Richards would depend on the commitment of people from the old regime to which design management had been an anathema.

Richards needed to prove that the "one pair of eyes" dictum would work.

It began by opening a "pilot" shop at Wood Green on the outskirts of London in the autumn of 1984. The shop was designed as a new Richards but sold exactly

the same clothes as the old Richard Shops. Sales soared by 80 per cent.

In the following spring Richards began to redesign its 140 shops in a £20m programme. Within a year the whole group sported modular designs, fresh flowers and spacious changing rooms.

While the shops were being refitted, the store managers were drilled in visual presentation at six-week training courses run by a newly formed training department. Richards now ensures that each store manager knows exactly how the shops should look by circulating specifications when the new collections arrive every three weeks or so.

Richards also changed the way in which it sources its merchandise. The old regime had bought from the wholesalers in and around Great Portland Street, the centre of London's fashion trade. It had thus been impossible to exert central control over style, colour or quality.

The new Richards aimed to control everything. It devised a system whereby design would be handled internally and the merchandise would be sourced, not from wholesalers, but from manufacturers which would comply with its specifications for quality and presentation.

The design process begins — about a year before the clothes go into the shops — when the Richards design studio, a dedicated unit within CDG, presents "orientation boards" identifying the season's themes to the buying and management team.

Originally it was intended that the studio should design the entire collection. This proved to be impracticable. It now designs a "core collection" to set the tone for the season, and then works with the buyers in developing other designs together with man-

ufacturers.

All the manufacturers receive manuals outlining its specifications for quality and even labelling. A quality control team vets the merchandise.

The restyling of the stores, and the merchandise, was accompanied by the redesign of Richards' head office in North London. Everything from the colour of the walls to the outer forms is now in keeping with the new corporate identity.

"Just as the shops are designed so that our customers can be confident that we have thought of absolutely everything so our employees should be reminded that everything they do must be done in the Richards style," says Lovelock.

A committee of four directors meets monthly, together with Sir Terence and John Stephenson,

chairman of CDG, to discuss design and marketing. The success of Richards' excursions in design management can be measured by its financial performance. The new Richards became profitable and its sales grew by 60 per cent in the first year after the redesign; in the second year, to the end of March, profits rose by 88 per cent and sales by 24 per cent.

For the future it intends to introduce refinements, such as different designs for city centre stores. "At first we were swamped by the challenge of redesigning the entire business in a year," says Lovelock. "Now we have time to take another long look and tackle all the tiny things we may have overlooked."

AR

Control at Crosfield

WITHOUT OUTSTANDING product design management, Crosfield Electronics could not have become one of the world's leading suppliers of computerised systems for controlling printing presses, and of various "press" systems for the preparation of images and pages prior to printing.

The company has expanded into a spate of new office buildings and factories — through internal growth and a series of takeovers in the UK and abroad — it has developed a demanding set of procedures to control space standards and ensure a high degree of uniformity in office accommodation.

Partly because of the company's cost-consciousness, most of the buildings appear rather anonymous from the outside, except for a recently-acquired "space age"-looking facility in Milton Keynes. But the interiors reflect Crosfield's view that the quality of workspace design is a prime factor in the recruitment of scarce skilled engineers.

Over the last 18 months Cros-

When the FT wanted a new corporate identity to celebrate its centenary it came to Brewer Jones for a very good reason . . .



New issue
July 6, 1988

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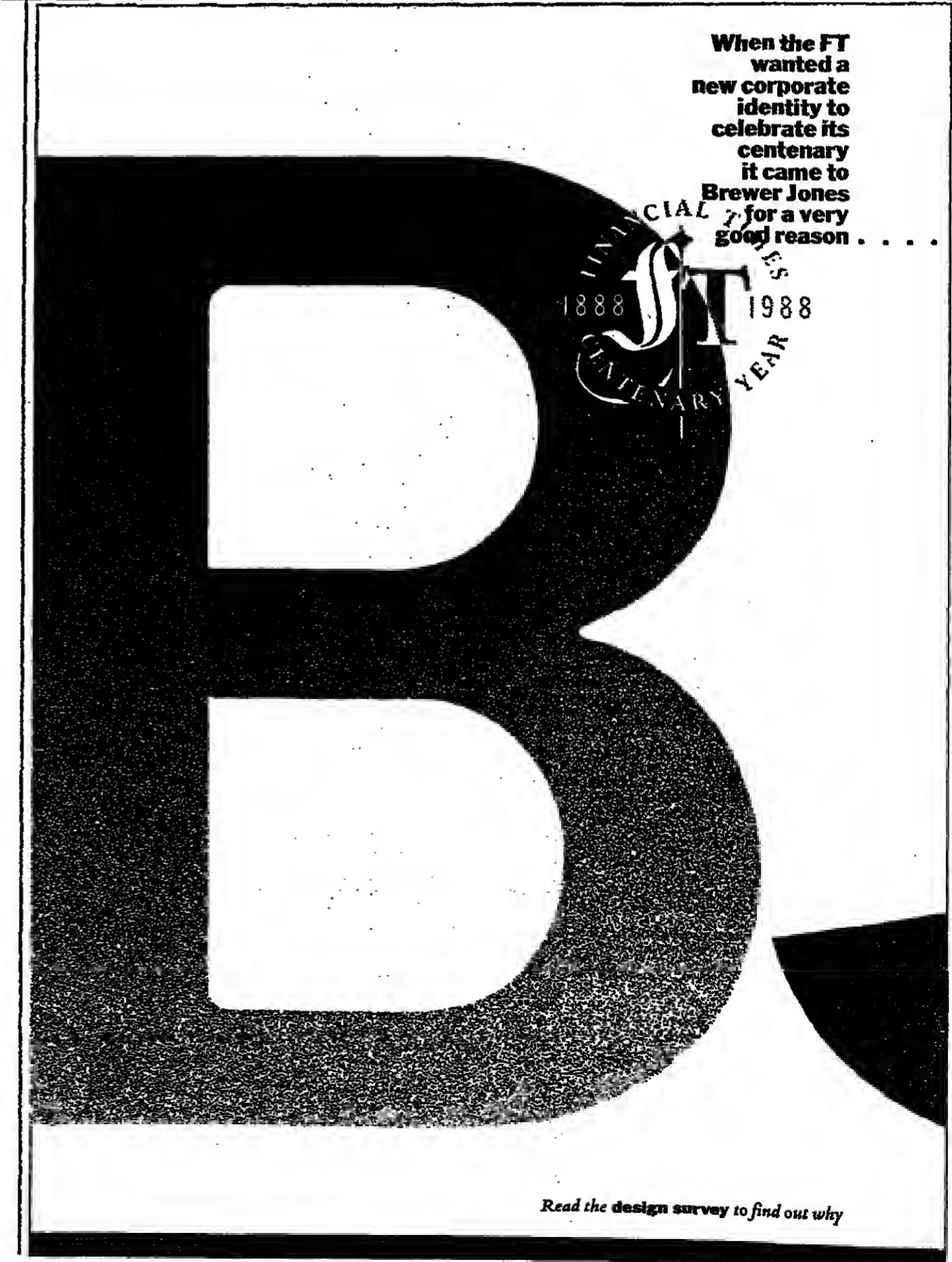
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Read the design survey to find out why

FINANCIAL TIMES

LONDON BUSINESS SCHOOL

DESIGN MANAGEMENT AWARD

The Financial Times/London Business School Design Management Award is unlike other design awards in that it recognises organisations which have established comprehensive policies for the management of design across their products, services, environments and communications, and which are seen to be effective in carrying this out. The award is not given for the design of individual products, services, buildings and communications.

In 1988 the judges selected two winners for the award: Crosfield Electronics and the Richards ladieswear chain. Both companies were chosen for their proven track record in design management over several years which has helped bring them to the forefront of their business areas and resulted in high levels of profitability.

The fact that the winners were drawn from such diverse areas of British industry underlines the relevance of design management to all companies, no matter what their discipline.

RICHARDS

The Richards fashion chain, part of the Storehouse group, has over 170 shops in Britain's high streets aimed at women between 25-45 who are looking for firm fashion guidance.

In three years Richards has been transformed from a loss-making chain with no clear market position into a clearly identified and profitable retailer. This change has been design-led, by means of a clearly stated design policy which has been meticulously implemented and managed. Success has been achieved against well-established and efficient competition.

The judges were most impressed by the way that the design programme pervades every aspect of the business. The products which Richards buys and sells, the shops in which it sells them, and the promotional and sales information it uses are not only appropriately designed for the purpose, but the design process is very carefully managed throughout the business.

Richards works extremely closely with its suppliers in the design of the products it sells. Its in-house design staff develops coordinated design themes for all product ranges, working closely with its buyers to develop visual "orientation boards". These boards are used as management guidelines in product development discussions with suppliers, and ensure that the design message for every range of clothes is correctly interpreted. Suppliers are also provided with detailed design specifications for all products.

A similar management control system is used to ensure that the windows and interiors of all the shops achieve the same standards. Detailed instruction manuals for this purpose are produced for each shop every fortnight. Shop fitting involves the use of a standard "kit of parts". While recognising the virtues of a standard approach the judges questioned whether a degree of flexibility might be needed in future between shops in very different parts of the country.

Precise control procedures are also applied to all sales promotion and related information. The "design message" is communicated to staff as well as customers, and the commitment to design is widely evident among Richards employees. It is recognised right down the company that the effective management of design is a powerful contributor to profitability.

CROSFIELD ELECTRONICS

Crosfield Electronics, part of the De la Rue group, has grown rapidly over the past decade to become one of the world's leading manufacturers of computerised systems for the graphic, design, printing, news publishing and communications industries.

From its original business in control systems for printing presses, Crosfield has built a broad range of related businesses in "electronic pre-press": the computerised preparation of images and pages prior to printing. Over the past five years sales and profits have both grown by an annual average rate of 35 per cent.

Design management has played a central role in this success, especially in product design but also increasingly in the company's environments and communications.

The design and development of Crosfield's products is an unusually challenging process, since it involves the coordinated application of a wide range of technologies in electronic hardware, software, optics and precision mechanics. A fifth of the company's 3,000 employees are involved in research, design and development. To manage this complex process, Crosfield has developed and applied a set of thorough and effective procedures which rank alongside best international practice, and in some cases ahead of it.

As a result the company has been able to compress product development times dramatically, while improving such key characteristics as modularity, quality, reliability and "user-friendliness". Among the various specialists involved in teamwork from an early stage in the design

and development process, Crosfield uses industrial design consultants extensively to influence shape, appearance and ergonomics.

The company has always devoted considerable effort to exhibition design, but its development of thorough procedures to manage the full range of environmental and communications design is relatively recent. The judges were impressed by the degree of progress made on both fronts since Crosfield moved out to Hertfordshire from cramped North London premises in 1984, though they felt that neither aspect was yet being applied to its full potential throughout the company. A new corporate identity, accompanied by carefully controlled implementation procedures for the company and its constituent business units, was launched in late 1987, a year after the introduction of a space standards manual. The judges welcomed the fact that Crosfield now considers the quality of workspace design to be a prime factor in the recruitment of scarce skilled engineers.

Unlike many design-minded companies, Crosfield has no design director with responsibility for the co-ordination of the design of products, environments and communications. Instead this occurs by means of intensive and open discussion at board level and below, reinforced by the various new standards manuals. The "design message" has been conveyed to employees through Crosfield's normal internal communications channels, a major feature of which is regular and very frequent meetings between top management and staff at all company sites.

This is the first time that the Financial Times/London Business School Design Management Award has been given since the scheme was taken over from the Royal Society of Arts in 1986.

The winners were decided by an eight person jury, each of whom visited several of the short listed entries to assess their record of design management in the areas of product, environment and communication.

The jury comprised Francis Duffy, *DEGW*; Michael Jankowski, *Martin Lighting*; Sheila Pickles, *Penhaligon's*; Louis van Praag, *Sabre International Textiles*; John Wesley, *St*; Martyn Wray, *APV*; Peter Gorb, *London Business School*; and Christopher Lorenz, *Financial Times*.

The steering committee for the award, which ratified the judges' choice of winners, was chaired by James Piditch, *Member of the RSA Council*. It comprised Frank Barlow, *Chief Executive, Financial Times*; Sir Peter Parker, *representing London Business School's Design Management Unit*; Sir Simon Hornby, *Chairman, Design Council*; David Maroni, *Director, British Olivetti*.

A series of seminars on the award winners and short listed entries will take place in the autumn and winter of 1988-89 at the London Business School. For further information contact Peter Gorb at the London Business School.

Entries for the next Financial Times/London Business School Design Management Award will be invited in September 1989.



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TECHNOLOGY

GEC tests the merit of Midland Bank's smart card

BY BARRIE STEVENS

GEC, the UK electronics group, has been putting Midland Bank's Meritcard through realistic tests at its Great Bedlow research laboratories in Essex. Meritcard is Midland's version of the "smart card", a credit-card sized unit which contains a microprocessor and computer memory.

A joint venture between the Midland Bank and GEC Card Technology, Meritcard will be put through its paces this October in a public trial conducted among students at Loughborough University of Technology.

The use of smart cards in Britain lags a long way behind such countries as France, where 17m cards are in circulation.

Most of the French schemes, however, are backed by government subsidies, whereas the Midland/GEC project is funded by the two companies.

Midland's eventual aim is to enable all its customers to use the card, which it claims is more advanced, versatile and stronger than many of the smart cards presently being used.

In its present format, the Meritcard is dark blue, slightly thicker than conventional credit cards and contains what is effectively a small computer in a sealed unit.

Two versions of the card will be used in the Loughborough trial. The Meritcard issued to students contains a 40 kbit electronic memory. Retailers will have 64 kbit cards to transfer "electronic cash takings" from their retail units to the bank.

Not only does the card carry information on financial transactions in the form of electronic impulses, it can also be used at strategically located enquiry terminals to call up Midland's MFfile Video information service.

This gives the Meritcard holder access to Prestel, British Telecom's 300,000 pages of information, and to the Midland subsidiary, Thomas Cook Travel Information Bank, which provides information on holiday planning and foreign travel.

The recent three-day GEC Card Technology trials held by GEC Card Technology were designed mainly to test the system's software. But they utilised some of the actual tills and terminals soon to be installed in various retail outlets at Loughborough.

These sites will include the Student's Union, bars, bookshops and sports equipment stockists.

All of the retail equipment consists of tills produced by WT Avery, a subsidiary of GEC.

While the intensive series of transaction-based experiments showed that there are a few "gremlins" to be chased away, the general impression among

the members of the public recruited to take part was that the card does work, is practical and should prove popular with shoppers and retailers alike.

The card as devised for use by the students is divided into two parts as far as buying operations are concerned.

The first part of the card is intended to act as small change. Known as MCash, it can be electronically charged with any value from £1 to £20.

The second part, known as MTill, is intended for larger purchases up to £100. In these cases money will be deducted automatically from the student's bank account.

The Loughborough students will be limited to £100 per week whatever the credit balance of their bank accounts, but limits will be raised when the card is on general issue.

Everyday purchases of small items can be paid for by using the MCash part of the card.

The cashier rings up the bill, the details of which are displayed

on the till's video display unit (VDU), and the customer places the Meritcard on a contactless reading device known as a "coupler".

The card contains an inductive loop which receives power and data from the coupler's emerging circuitry.

The reading device checks the charge or balance of credit held on the MCash section of the card and the amount of the bill appears on a small display panel in front of the purchaser.

A message then appears on the display panel inviting the purchaser to authorise the transaction.

This is done by touching a sensitive pressure pad and the cost of the purchase is deducted in the form of reducing the electronic charge in the card's memory and transmitting it to a computer memory in the retailer's till or cash register.

A receipt is printed by the cash register and shows the balance left on the MCash section of the card.

The card itself retains a record of all transactions for future print-out or viewing as required. The Meritcard system has the

advantage of having no moving parts. The card is placed on the coupler's surface, in any position and works even if upside down.

Cards are not placed in a slot, and this will reduce the chances of mechanical failure or vandalism when the card is used in such public places as telephone boxes and railway stations, where slot devices can be jammed.

Telephone and railway ticket purchase applications, however, are very much in the future. For the time being, Meritcards will be used in conjunction with retailing and Midland Bank terminals.

The MTill section of the card is intended to reduce the vast amount of cash and cheques handled every year by the bank.

For the customer and retailer, it will save the time and frustration of writing out cheques and credit card slips.

Meritcard can help the customer pay for goods using the card automatically to debit a bank account.

The customer first informs the retailer of the intention of using the card and places it upon the activated reading device.

The card then becomes "live" and a small, discreet display requests the customer's personal identification number (PIN).

It states the price of the goods or service, and, when authorised, deducts the charge from the customer's bank account.

Transactions involving the use of the card to debit personal accounts will take three days to clear.

Cash injection

Additionally, should a customer's MCash need replenishing from the main personal current account, it can be done using a retail cash register fitted with a special electronic loading facility.

In the future it may also be possible to replenish Meritcard's "cash memory" from a simple home terminal, though this has not yet been developed.

Meritcard holders can also use Midland Bank premises to conduct their money-loading operations and other uses of the card.

The reaction of those using the card to make small purchases during the three-day experiment

must be at least £1 before viewing.

One unusual feature of the card is that the customer is able to use the terminal facilities to change a PIN number.

Some see this as a security risk as there is a great temptation to devise a simple number or use easily recalled PINs based upon the likes of house numbers.

Entering the wrong PIN number when using the card automatically invalidates it.

Meritcard as seen from the retailer's point of view offers the advantage of instantly knowing that the customer is in funds. Should a lost or stolen card be presented, and assuming that the bank has been informed, then the retailer's VDU will display the fact.

Another advantage is that the retailer can act as the channel by which the customer obtains further "cash" from the bank.

If smart cards such as Meritcard come into general use, shops will not have to handle so much cash, and this will make their security precautions less expensive. They should also be able to handle their customers more quickly and efficiently.

While Meritcard offers a big advantage on the other smart cards presently used on the Continent, it is unlikely to be in widespread use in the UK for at least five years.

Barrie Stevens is a freelance journalist who took part in GEC's tests of Meritcard.

Shining light of days gone by

BY CLIVE COOKSON

THE NATIONAL Trust, famous for its work preserving Britain's most beautiful landscapes and historic houses, is embarking on its first large project to save part of the country's scientific and technical heritage.

The site of the project is Cragside, the splendid mansion built in the wilds of Northumberland by Lord Armstrong, one of the great Victorian engineers and industrialists.

Armstrong (1810-1900) made the Cragside estate a laboratory for his experiments in water and electric power. The house was one of the first in the world to be lit by electric light, and certainly the first to be powered by hydro-electricity.

Virtually all Armstrong's hydraulic and hydroelectric machinery was still intact when the National Trust acquired Cragside in 1977, although it was heavily corroded and no longer in working order.

Now, after spending £3m restoring the house and its spectacularly wooded estate, the Trust has moved on to the machinery which it says "is of

world significance in terms of energy production."

Jonathan Minns, director of the British Engineering in Brighton, has led the team carrying out the first phase of the engineering conservation work.

At the end of this month the Trust will launch an appeal for £400,000 to finish restoring the machinery and to produce displays explaining to Cragside's visitors how the equipment worked.

What is so exciting about Cragside is that so much innovative machinery has survived in its original setting — and it is such a spectacular setting," says Minns.

Armstrong installed his first hydraulic engine, driven by water pressure from an artificial lake, in 1865, following a drought which caused water shortages throughout the estate. This machine provided a continuous water supply and powered several labour-saving devices in the house, including a hydraulic lift and a turbine that turned a spit over the kitchen range.

During the 1880s and 1890s visitors to Cragside can see these machines in the newly restored Burnfoot Power House. Their labels evoke the great names of 19th century electrical engineering, such as Crompton, Thompson and Siemens.



Alan Aspen, curator of the Armstrong machinery at Cragside, Northumberland, lovingly handles an 1885 Crompton generator

Slow-off-the-mark UK managers are offered beginner's guide to IT virtues

BY ALAN CANE

ACADEMICS and consultants are united in agreeing that UK companies are adopting information technology (IT) too slowly — especially office automation.

The Department of Trade and Industry believes that 85 per cent of British business and industry is not yet making effective use of IT.

For many companies with little prior experience, however, the dilemma is where to start. The options are wide, the costs significant and the opportunities for making expensive errors are all too real.

Which is where a new service, run in conjunction with the Institute of Administrative Management (IAM), may have a useful role to play.

Oamas, the "Office Automation Management Advisory Service" is based in the IAM's offices in Petty Wood, near Orpington in Kent. The brainchild of John Mitchell, Oamas aims to help executives make better-informed decisions about the use of information technology, to offer help and advice on the selection and installation of equipment and to suggest the best methods to follow, and the pitfalls to avoid.

If grew out of a document, "Explor" written by Mitchell in 1985, which proposed establishing an advisory service embracing all the office automation interests groups in the UK.

This idea won approval from the then UK information technology minister, Geoffrey Pattie, although he doubted whether it would be possible to get the industry to support such a venture.

Oamas is a simple, self-help organisation.

Companies interested in making use of the service, first register their intent and receive a detailed questionnaire to fill in. Everything is free at this point.

According to Mitchell, the questionnaire enables a clear picture to be built up of the company's IT needs.

Since its establishment, Oamas has been building up a collection of fundamental papers in the management of IT, and Mitchell believes the information in the questionnaire to select which papers will be of most benefit at the start of a dialogue which should eventually lead to wise IT investment.

He emphasises that Oamas is no substitute for genuine consultancy; it is a centre where companies can seek information on the best place to get help.

"This is a decision support facility for people on the threshold of the move into office automation," says Mitchell.

The subscription for one year is £125. The organisation has already held a joint executive briefing with the computer company Unisys.

More details can be obtained from John Mitchell on 0895 75555.

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Company Notices

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The Clydesdale Bank and its credit card organisation are to apply new arrangements designed to help prevent additional credit being given to people who are unable to repay their existing borrowing.

This is in line with a similar move made recently by other High Street banks.

The Bank will supply to certain credit reference agencies, information about debts, normally up to £5,000, which are in default, where no security has been given and on which no satisfactory response has been received from the customer within 28 days of formal demand for repayment.

The new arrangements, which will come into operation during the next three months, will apply to that very small minority of borrowers who are in default and will not affect the overwhelming majority of the Bank's customers.

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JOBS

How cruel the Peter Principle's costs can be

BY MICHAEL DIXON

THIS column has been accused of many things over the past 15% years, including political stances ranging from communism through anarchism to fascism. But never before has it been charged with being overtly light-headed about serious matters.

Indeed, given the number of evident biblical scholars who write in addressing it as "Job's column", it would have expected the charge to be the other way round.

In the past few days, however, eight readers have registered complaints of unfitting frivolity against the article printed in this corner of the FT two weeks ago. Its main topic was the law of organisational stupidity named the Peter Principle, commonly stated as: *In a hierarchy, people rise to a level of responsibility at which they are incompetent.*

The article argued that the above wording is misleading because it implies the principle's bedevilling effects are rooted in the blemishes of people who rise up the hierarchy. The real cause is not so much some personal flaw in the people which prevents them from being competent to do higher-level jobs. The root is rather some organisational flaw in the higher-level jobs which prevents people from being competent to do them.

Accordingly, the definition should be reworded as: *In an organisation, responsibility rises to a level at which people are incompetent to discharge it.*

Here, in case readers should be asking themselves what the hell kind of frivolity is that, I will explain that the complaints were not about anything said so far today. The objections were to the way I cited to illustrate the workings of the revised principle.

It was a rush-hour incident in which British Rail was devoting twice the resources to stopping people from travelling without a ticket, that it was to enabling them to buy one.

My claim was that the cause of that piece of incompetence was not personal deficiency in the managers responsible. For the only people with power to change the draft ordering of priorities were enshrined in some superior miles from the station where the nonsense was happening. So the fault lay not in them, but in the loftiness of their offices which effectively blinds them to the things going on anywhere their organisation and its customers actually meet.

Sobering

What the eight objectors all soberly say is that my choice of illustration trivialised the effects which are sometimes far worse than mere inconvenience to customers. The particular example cited by three of them – although the report on the official inquiry has yet to appear, they attributed to the selfsame

Both were clearly bedevilled by the reworded version of the Peter Principle. Crozier's summary of their position is:

"...decisions must be made by people who have no direct knowledge of the field and of the relevant variables, and who must rely on the information given them by subordinates who may have a subjective interest in distorting the data. In this sense, one can state that the power of decision in this system tends to be located in a blind spot.

Those who have the necessary information do not have the power to decide, and those who have the power to decide cannot get the necessary information."

Hence there is nothing new about the organisational virus which evidently still engenders killing disasters today. So where does the sickness come from?

The question calls to mind a common occurrence well known

to those of us who have been lucky enough at some time to work for a manager-dispatching company in fairly humble ranks. You meet someone socially who asks where you work, and on learning snags out a long list of injuries personally suffered at your organisation's hands.

Unless you are very unusual, your response is safe to predict. After listening sympathetically to the recital, you agree that the service is shoddy then put the responsibility on management higher up. The last people you would blame are yourself and your fellow subordinates.

Michel Crozier would disagree. He suggests that if those in the lower ranks want to know the origin of the organisational sickness, we need only echo the words of the American author Finley Peter Dunne: "We have caught a glimpse of the enemy, and he is us."

Put crudely, the Frenchman's diagnosis begins with the fact that all of us are averse to being helpless, and so seek power in the organisations where we work. The power sought by bottom rankers is far from great. What they mainly pursue is security against being slaves to their supervisors' whims. Accordingly they ally themselves with small groups of their counterparts with similar interests to protect against the same threat.

While higher managers may

think little of the disruptive potential of an individual menial, they are aware of the damaging results of conflicts between even lowly groups. In consequence there come into being rules and procedures governing interactions between the various alliances of bosses and bosses with a view to forestalling factional strife.

A key requirement is that the rules should be impersonal, applying dispassionately to all alliances alike. In particular, when something must be decided which could have varying effects on the positions of different groups, the regulations usually guarantee that the decision will be taken by someone clearly seen to have no personal interest in the fate of any faction concerned.

So what might a would-be external rescuer be able to do to bring it back to a sensible stance?

If the stupefied shambles is state-owned, of course, one hope is making it profit-dependent by transferring it into private hands – which the UK Government is thinking of trying in the case of British Rail. Even so, if Michel Crozier's conclusions from his study are any guide, privatisation is far from a sure cure.

He concedes that the "sheer violence of a competitive world may transform survival into a common privilege and acceptable goal" for all the factions used to pursuing their often mutually conflicting ambitions within.

"But market uncertainty," he adds, "is not an omnipotent deterrent to rigidity. Extreme conditions of uncertainty will tend to result in more conformity and rigidity since trying to adjust to completely unpredictable situations will not be rewarding enough. Too little uncertainty, on the other hand, will make it feasible to prescribe in great detail all possible forms of behaviour, thus achieving a high degree of rigidity. There will be a tendency to escape from reality at the two extremes: when reality is too difficult to cope with, and when it is no longer a challenge."

"The Bureaucratic Phenomenon," Tavistock Publications, 1984

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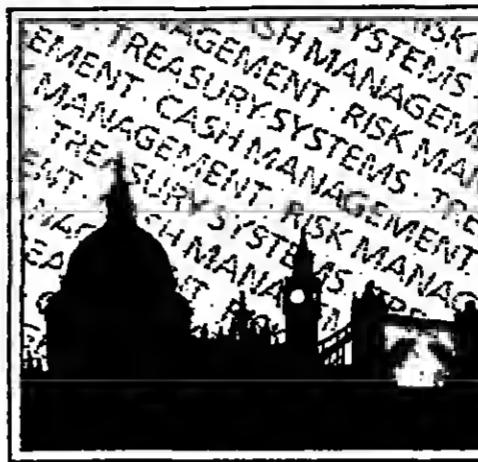
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ARTS

Television/Christopher Dunkley

Lack of a finger on the pulse

Every few years some well-meaning person in television declares: "I'm sick of all these pundits everywhere. It's time television presented the real voice of the people" (or, possibly, "the voice of the real people") and they organise a late night series. Researchers track down a social worker, a black teacher, a Tory managing director, a trade unionist, a policeman and so on. Current topics of controversy are fed to them and - hey presto! - we all hear the voice of the people. Whereupon we promptly recognise the value of the pundit.

The experiment was tried again on BBC1 last week in a series called *Let The People Talk* and the attitudes and beliefs which emerged made you groan with disbelief. It was not the long-windedness of the non-professional, nor the perpetual failure to stick to the point which mattered so much, but the feeling that many of these people had simply not noticed what had been going on for the last 20 years.

From the way some spoke you would never have guessed that the humiliation of Scargill and the miners had utterly changed the relationships between unions and government. They talked as though Harold Wilson was still in Downing Street. Others seemed wholly unaware that the years of Thatcherism have altered Conservative orthodoxy out of all recognition: they seemed to imagine that Margaret Thatcher was some sort of latterday Harold Macmillan. Pundits are pundits because they do at least have a finger on the pulse, in eye on the ball, and a shrewd idea of what is going on.

There was a remarkably similar lack of connection between reality and what you saw on screen in Channel 4's three-part drama *A Very British Coup*. (The final part is repeated tonight.) This story of the old boy network doing down British socialist government was enormously enjoyable, largely because script writer Alan Plater, director Mick Jackson and leading actor Ray McAnally (who played Prime Minister Harry Perkins) are all top class professionals. Yet the content was in an odd way similar to that of *The Company Of Wolves*: a slick and sexy re-telling of old myths which people would like to go on believing, but can't.

One of the most satisfactory aspects of *A Very British Coup* was its pace: Jackson and Plater inhabit a post-Godard world in which the jump-cut is not only an acceptable way of proceeding, but virtually standard practice. Would that the same could be said of Channel 4's other short (yet eternally long) drama series *Fathers And Sons* which began on Thursday.

Monday night's screening on BBC2 of the American television drama *Do You Remember Love?* proved yet again for anybody who had missed the fact with *Ageless: Something About Amelia* and numerous other productions, that at their best the Americans can match anybody in the world in the use of television drama to explore contemporary social issues.

The subject here was Alzheimer's disease. Admittedly the writer, Vickie Patik, gave herself



Socially-aware: Richard Kiley and Joanne Woodward in "Do You Remember Love?"

together to finance drama which is supposed to be capable of withstanding the onslaught of "American cultural imperialism". The glutinous indigestibility of the technical padding is bad enough: some characters are speaking English in synch, some seem to be speaking English out of synch and others appear to be speaking a different language with English dubbed on top. Worse than that, however, is that the whole drama is so slow, turgid and boring.

To listen to the grandees of European public service broadcasting discussing the "horrors of Coca-Cola Culture and the magnificence of the European counterpart" as is sometimes my lot, you would imagine that on the one hand they had never heard of *Hill Street Blues*, *M.A.S.H.*, or *Twelve Angry Men* and on the other hand had never been responsible for *Black Forest Clinic*, *Jeepers Sons Frontiers* or *Chatenaville*. For a dislanted British sceptic it is hard to decide which is more absurd: the American broadcaster's assumption that everything European is old fashioned, worthy and highbrow, or the European broadcaster's assumption that everything American is brash, vulgar and dangerous.

Monday night's screening on BBC2 of the American television drama *Do You Remember Love?* proved yet again for anybody who had missed the fact with *Ageless: Something About Amelia* and numerous other productions, that at their best the Americans can match anybody in the world in the use of television drama to explore contemporary social issues.

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Murail/Almeida Festival

Richard Fairman

The English summer weather almost claimed another victim with Monday's late evening concert in the Almeida Festival. A number of leaks in the roof of the Union Chapel played havoc with the rehearsals for a new piece - the British premiere of Tristan Murail's *Random Access Memory* - and when the audience was finally let in for the delayed start of the event, they had to climb over a number of strategically placed buckets.

A statement issued by the Ensemble L'Améthyste warned that their playing would include

an element of improvisation, but that was not in any case foreign to the general atmosphere of the work. Murail's aim in this piece is to find some correspondence between his own musical language and standard rock music, and the two styles are allowed to drift along side by side without the composer apparently wanting either any tension or strong sense of direction from them.

Early the most captivating moments of the score are those in which Murail's own voice speaks uninterrupted. A combination of electronic keyboards and tubular

bells, with even the addition of taped angelic voices for one brief section, conjures a hazy, idiosyncratic sound world for which Murail seems able to find an inexhaustible supply of bright and constantly glistening textures. If one did not already know he was a pupil of Messiaen, it would surely be easy to guess.

Against this attractive background the periodic eruptions of rock come as a forceful, and not wholly welcome, intrusion. For while they provide an important focus of attention for the listener, the repetitive rhythms of guitar

and drums (which is about as far as Murail allows this side of the work to progress) come across as empty gestures of a fairly low order of inspiration.

Perhaps the work tries to embrace too much - a feeling enhanced by the addition of an accompanying light show (not managed with much conviction here) and a whole host of literary allusions claimed by the composer in the programme. Stripped of all these outside influences Murail's own musical spirit might stand openly, and more successfully, revealed.

The Vicoz Festival - now in its fifth year - has one splendid advantage at its very outset: the use of Palladio's Teatro Olimpico, last work of the master (who died in 1580, when construction had just got under way). In 1585, for the Olimpico's inauguration, Palladio's disciple and successor, Vincenzo Scamozzi, designed and built a wooden set, representing the city of Thebes (the first play given was *Oedipus the King* of Euripides). The set has remained and, with its steep, canny perspective and its sumptuous, elaborate little palaces, is still exciting to see, especially when in use for a performance.

This year's festival opened, in

Arts Guide

THEATRE

LONDON

The Common Pursuit (Phoenix). Second London chance for flawed Simon Gray comedy about Cambridge in the 1960s. Last night. *£10-£12.50*. Author directs good young team of comedians including Rik Mayall and Stephen Fry. (0886 2284, credit card bookings 240 0881). Easy Virtue (Garrick). Transfer of

King Head revival of early Noel Coward, same period but less vintage than *Private Lives*, but with some sparkle. (071 5107). South Pacific (Prince of Wales). Average, traditional revival of the great Rodgers and Hammerstein musical, with German Craynes failing to wash the emotional English Belmont out of it.

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Follies (Shaftesbury). Stunining revival, directed by Mike Ockrent, of Cole Porter's 1936 musical in which poisoned marriages nearly undermine an old burlesque reunion in a doomed theatre. (071 5389).

Rock 'n' Roll (a Year in Review) (Standard). Another indication of the outstanding vanderbill of the age has extended his triumphant London season to July 9. Dame Edna Everage has now earned full immunity to good taste, while the hideous diplomat Sir Les Patterson

touches new heights of degradation. (0886 2260/4145).

Elton John (Hammersmith). New Town Stomp mixes espionage, romance and higher physics in a splendour and clever entertainment. Felicity Kendal is the eponymous intelligence agent. (Peter Hall and Nigel Kinnaird stage support). (0886 5424 5425; credit cards 373 6323).

NETHERLANDS

Amsterdam, Stadschouwburg. The English-Speaking Theatre of Amsterdam continues in such company. *Shakespeare* with Bob Stilson's multi-faced exploration of the female imagination (Fri, Sat) followed on Thur (try-out). Weds by the premiere of James Saunders' *Next Time I'll Sing to You*, centred around the boxer hero and Alexander James Mason. (04 22 11).

NEW YORK

Fences (48th Street). August Wilson's powerful tale of a solid black family in an industrial city in the 1950s, trying to improve their lot but dogged by his own failings. (021 2211).

Cats (Winter Garden). Still a sell-out, Trevor Nunn's production of T.S. Eliot's children's poetry set to treety music is a visual stunner, with choreographically failing (021 2262).

Les Misérables (Broadway). Led by Colm Wilkinson, re-creating his West End role as Jean Valjean, Victor Hugo's much-loved sweep of history and pathos brings to Broadway lessons in pageantry and drama. If not strict adherence to its original source. (021 2262).

Starlight Express (Gershwin). Those who saw the original at the Victoria Palace will know that it's not the same as its incarnation: the stars do not have to go round the whole theatre but do get good exercise on the spread-out stage with new bridges and stairs. (021 2262).

Me and My Girl (Marquis). Even if the plot turns on trite mimicry of Pygmalion, it's not clear with forgettable songs and dated comedies in a stage full of characters. (047 0033).

WASHINGTON

The Search for Signs of Intelligent Life in the Universe (Shubert). Lucy Tye's repartee has never been solo performance of the crazy people who inhabit her funny and strange imagination. One major segment explores the women's movement over the past decade. Ends Aug 7. (061 3870).

Les Misérables (Kennedy Center). One of the touring company's international hit of last season brings in Washington the historical sweep of Victor Hugo, set in touring music and an instant contemporary beat. Ends Oct 15. (021 2262).

CHICAGO

Petey (Goodman). Set in Chicago in the 1940s, this Rodgers and Hart classic, directed by Robert Falls, follows in haunting melodies the escapades of a classic heel caught between the one who loves him and the rich lady he wants. Ends Aug 7. (045 3800).

A Chorus Line (Shubert). The longest-running musical ever in the US, Chorus Line has supported Joseph Papp's Public Theater for eight years. (021 2262).

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TOKYO

Kabuki (Kabukiza). The kabuki theatre's greatest showman, Ichikawa Ebizo, stars in a complete variation of one of the most famous plays

in the kabuki repertoire, Yoshitsune Seigun (The Story of the Vengeful Thomas). The performance is in two parts, at 11am and 5pm, but the play is little more than a series of masked and disguised episodes. Act VII continues Ebizo's portrayal of the fox. (033 5121).

Me and My Girl (Marquis). Even if the plot turns on trite mimicry of Pygmalion, it's not clear with forgettable songs and dated comedies in a stage full of characters. (047 0033).

Osaka no Kojin, better known as

The Phoenix of the Opera (Ginsza Theatre). Japan's leading musical company, Shiki, stages itself well in what is a virtual carbon copy of the London original. The Japanese translation is often awkward, but Andrew Lloyd-Webber's gift for musical pastiche, Harold Prince's remarkable evocative stage and Marie Björnmark's sumptuous sets and costumes make for an enthralling evening, whether you understand the words or not. (061 3111).

The Miserahata (Ginsza Seison Theatre). The great Indian epic, dramatised by Jean-Claude Carrère and staged (in English) by Peter Brook and his International Company of actors from around the world. (033 5121).

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Titus Andronicus/The Pit

Martin Hoyle

Deborah Warner's production may not make a silk purse from a sow's ear of a play, but it goes far towards making a dainty dish to set before a modern audience of this cannibalistic salmagundi of rape, mutilation, murder, adultery and vegetarian propaganda (not, no incest?). Last year's RSC success has moved from Stratford to the Barbican's Pit and serves as a reminder that the famed shock-horror of *Titus* is part of a much broader and nobler portrait: a rigid obsessive, strophed into a creakingly abstract code of honour, comes to terms, through suffering and madness, with humanity. The forebodings of *Leer* are all-pervasive.

It is epitomised by Brian Cox as Titus. Stiff-jointed, caked with the dust of countless campaigns, this returning warrior is haughty with action than speech, and haughty with either than thought. Cocking his head, grinning as if to say "Yep, that's me," cackling into inarticulate laughter, the old soldier has rusted into Emperor's Regulations propriety, beyond which he sees little. Punch-drunk bluntness already shades into whimsical yelping eccentricity so that madness comes as no surprise. What Mr Cox must cut down is the falsetto yowl which he over-uses in the course of

theme, however barnacled with grotesque dramatic excesses, looms unmistakably through the bloody Seneca muck.

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the slightly stilted delivery of her pre-tongue-ripping lines. One major cavil: after giving us black medieval Scots nobility at the cost of credibility, the RSC now casts a self-advertised black character ("coal-black," "thick-lipped") as no darker than a Camden Town Greek. The dichotomy between Peter Polycarpou's vigorous utterance of Aaron's lines and the sentiments they express is noticeable. A final word for Mike Dowling, not merely for the dignity of his princely murder victim but for the thankless job of clown, joking his Ulster-accented way through the gory miasma when the dazed and nervously expectant audience least wants him.

Donald Sumpter disappointingly has a trick, also over-deployed, of lowering his voice in inverse relation to the emotional depth of his lines; again, the required intensity never materialises. *Titus* is not the best play to show off your subtlety. Sonia Ritter is better at twitching through the lump of mangled flesh that the abused Lavinia

becomes than in the slightly tongue-ripping lines. One major cavil: after giving us black medieval Scots nobility at the cost of credibility, the RSC now casts a self-advertised black character ("coal-black," "thick-lipped") as no darker than a Camden Town Greek. The dichotomy between Peter Polycarpou's vigorous

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The future of Namibia

THE VISIT to London this week of Dr Jonas Savimbi, leader of Angola's Unita rebel movement, comes at a critical stage in efforts to end the country's 15-year civil war and implement a UN settlement plan for Namibia (South West Africa).

Tension in the region has reached dangerous levels, as the recent clashes between South African and Cuban troops illustrated. Cuban forces, taking advantage of their superior air cover, have moved south to within a few miles of the Namibian border, and South Africa has mobilised some of its reserves.

Conference table

It is possible for an intensification in hostilities to run parallel with progress at the conference table, as the 1979 Lancaster House talks on Rhodesia's independence showed. But unless the fourth round of negotiations due to resume shortly in New York starts to show results, conflict on the border could become more serious.

So far those negotiations have been dominated by efforts to bridge the gap between South Africa and Angola over the withdrawal of the 40,000 or more Cuban troops in Angola, which both the US and South Africa have made a precondition to Namibia's independence.

Pretoria has proposed that the withdrawal run approximately parallel to the implementation of the UN plan for Namibia, taking place over a year. Luanda has offered a four-year timetable.

This dispute alone will be difficult to resolve. Also on the agenda, however, is the role of Dr Savimbi and Unita. Pretoria and Washington insist that Unita has a role to play in the regional peace package drawn up by Dr Chester Crocker, the US Assistant Secretary of State for Africa. The two governments argue that Angola's President Eduardo dos Santos should reach a negotiated settlement with Unita which gives Dr Savimbi a place in what would amount to a coalition government.

For its part, the Angolan government is putting forward a counter demand: that the US should agree to end its support of Unita as part of the terms for a Cuban withdrawal.

All three governments will have to make concessions if the talks are to make progress.

Grasping nettles in the City

MR DAVID WALKER's first public statement as chairman of the Securities and Investments Board, the agency set up by the Financial Services Act to oversee Britain's investment industry, was a matter of unusual interest in the City of London. The question was how far his appointment would mark a break with the agenda set by his predecessor, Sir Kenneth Berrill, whose approach to the job earned him much criticism from investment firms on the view that he was interpreting his brief too literally.

The answer, to judge by yesterday's speech, is that the new investor protection framework is going to be given a proper chance to prove itself. There is obvious room for improvement, the particular need being to win the support of practitioners for the changes which are being pushed through. But there will be no U-turn. This will disappoint those who mourn for the good old days when gentlemen could be relied on to do the decent thing. But the priorities set out by Mr Walker will deserve a cautious cheer from everyone else.

The programme established by Sir Kenneth, his enemies said, threatened to stifle the financial services sector under a blanket of bureaucracy. The opposite view was that squeals from the City of London were inevitable. Britain's shaky system of investor protection could not be strengthened without upsetting quite a few vested interests. Would Mr Walker, whose previous job was at the Bank of England, see himself more as a sponsor of the City than as a regulator who would have to knock a few quite respectable heads together in order to show he meant business?

Robust intentions

Mr Walker says he intends to be robust. Indeed, there could be some sparks flying in the near future, given his entirely sensible view that the best opportunity to grasp any necessary nettles will come during the current period in which firms are being authorised to do business under the Act.

He argues persuasively that good regulation is not a zero-sum game, with the gains to investors being offset by the cost burden

Washington has never recognised Angola's avowedly Marxist MPLA government, which needed Cuban help to secure its victory over South African-backed Unita. An agreement to hold free elections fell apart in the chaotic months of 1975, the year of independence. Today the Reagan administration endorses Dr Savimbi's call for a mixed economy and multi-party elections, and arms him with Stinger ground-to-air missiles designed to offset Cuban superiority in the air. Washington's support for democracy in Angola might be more convincing if leaders of African countries with whom the US has a particularly close relationship — such as Zaire — were put under greater pressure to reform their authoritarian systems.

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Guy de Jonquières looks at prospects for Europe's Airbus programme at a critical time in its development

A business in need of a flight plan

TWO DECADES after it was launched as a tentative and idealistic experiment in European collaboration, the Airbus programme seems finally to be approaching cruising speed.

With about 1,100 orders and roughly 20 per cent of sales to the non-Communist market, it is the only serious challenger in the commercial aircraft business to Boeing and McDonnell Douglas of the US.

It is also the first passenger jet aircraft venture in Europe since the Second World War to come close to the production volumes needed to survive in a business ruled by massive economies of scale. With air travel growing strongly and much of the world airline fleet coming up for replacement, Airbus appears well placed to share in a surge of demand expected to last well into the next century. Yet, at what should be a shining hour for Airbus, two unrelated developments have cast a shadow over its future.

One is the crash 10 days ago of a brand-new A320 model in Mulhouse, eastern France, the effect on sales can still only be guessed at.

The other is the mounting strain of severe financial pressures on the rickety business structure of Airbus. The dangers were spelled out starkly in a report in April by four independent "wise men" commissioned by the governments of the Airbus partner countries — France, West Germany, Britain and Spain. The report concluded that, without an immediate and radical overhaul of management, the programme risked foundering on uncontrollable losses and production delays.

Given the lengthy and uncertain payback on civil aircraft, Airbus had never been expected to be profitable by now. What has alarmed governments is huge additional financial burdens due to the weakness of the dollar, the currency in which commercial aircraft are sold, and a fierce war was Boeing sought to fend off. Airbus's sales onslaught. On top of that, a dispute with the US over Airbus subsidies has raised the spectre of a transatlantic trade war.

Airbus is one of the most heavily supported industrial ventures in European history. The precise total of aid, like most other financial information about the programme, is unknown, though accountants Coopers and Lybrand recently estimated it at \$13.5bn (£8.3bn). If repaid on commercial terms, which seems unlikely, that would amount to a charge of \$10.2m on each of the 1,650 aircraft which Airbus hopes to deliver up to the end of the century.

Its cash needs are set to rise still further with the build-up of volume production and development of the A330/340 long-distance models planned for the early 1990s. Currency changes have dimmed earlier hopes of recoup-

ing much of the cost out of sales of the short-haul A320, which has won more than 300 firm orders.

Though the dollar's recent recovery has eased the strain slightly, the pain remains acute, above all in West Germany, where the D-Mark value of expected A320 revenues is half what was forecast when the programme was launched five years ago. Beyond that, the Mulhouse accident inevitably raises questions about the firmness of existing A320 orders and the prospects for future sales.

Under growing budgetary pressure, the Airbus governments are pinning their hopes on making the programme more efficient and self-reliant. They aim by the end of this year to implement most of the "wise men's" report, which calls for a unified Airbus management structure, more transparent of finances and stricter cost control.

At the centre of the system is the Toulouse-based Airbus Industrie (AI), owned by the four partner companies: Aérospatiale of France, Deutsche Airbus, a financing arm of MBB of West Germany, British Aerospace and Casa de Spain. But AI has authority only for sales. Production is handled separately by its four shareholders. On top of this loose and divided structure sits a cumbersome 20-member supervisory board, chaired by Mr Franz-Josef Strauss, Prime Minister of Bavaria and veteran champion of Airbus subsidies, it meets only twice a year.

Though the programme works quite well at technical level, its management and financial controls are primitive. Not only does AI as a French *groupement d'intérêt économique*, publish no proper accounts; its shareholder-contractors give it so little financial information that it has little control over what they charge it for production work.

However, reforming Airbus is likely to be struggle. Despite their public support for the report, all four companies are said by insiders to be resisting change. The leading personalities involved, including the rambunctious Mr Jean Pierson, AI's president, are all jockeying hard for position, while Mr Strauss's role will call for particularly

sensitive political handling.

Airbus is also creating other problems for the West German and the British governments. Both are seeking desperately to reduce its financial exposure by getting the Daimler-Benz motor group to acquire 20 per cent and effective control of MBB. Daimler, already selected by other recent high-technology acquisitions, is hanging back. It considers Airbus a poor business proposition and is demanding government guarantees against future losses.

In London, the German imbroglio is being played out in mirror image. Having agreed to relieve a grateful state of the Rover vehicle group (subject to approval in Brussels), British Aerospace is seeking from the Government

pressure on national aerospace industries to act commercially, the greater their reluctance to accept liability for Airbus without further public support.

"Governments have got themselves into a box, and they know it," says a senior European diplomat.

One way to lighten the burden would be for Airbus to form a strategic government alliance with a US partner. As well as spreading the cost of developing new aircraft, that could defuse the trade dispute with Washington, guarantee access to American technology and strengthen Airbus's marketing in the US — almost half the world market.

However, 14 months of spasmodic talks between Airbus and McDonnell Douglas have so far yielded no results. Neither manufacturer is ready to drop models which compete directly with the other's range. Some in Europe also suspect that AI, which is leading the negotiations, fears a deal with a strong transatlantic partner would be with the expense of its own influence.

Sir Geoffrey Pattie, a former British Industry Minister with close contacts in the aerospace industry, thinks much further political direction is needed. He suggests BAE should be offered "insurance", provided it undertakes to get a US company admitted to the Airbus programme and to share some of its own work with it. Here again, a solution would lead straight back to government.

Indeed, on any reckoning, Airbus's prospects of becoming commercially self-sufficient look doubtful; and several governments seem to have reconciled themselves to the expectation that it will always need some state support.

The Europeans have tacitly conceded the point by arguing that the US commercial aviation industry owes its strength largely to Pentagon funding. Though the value of that aid has probably diminished, the history of commercial aviation suggests that it is far from being a moneymaker.

So why Airbus? The answer lies partly in the sheer *machismo* and mystique of the industry, which enthralled governments as much as the companies involved. As one American industry expert puts it: "Nobody is in this industry

try for rational motives." Deep down, there is a powerful belief that self-respecting countries demand that serious aircraft in the case of Airbus there is also the potent symbolism of European collaboration.

Even the four "wise men", hard-headed business men all, agree that it has captured the imagination of the people. Several also argue that Europeans must do whatever it takes to stay in aerospace because it is the only major high-technology manufacturing industry where they still stand a chance against the US or Japan. But in strict economic terms, the case for an industry with long-term prospects of at best only marginal profitability, is far from conclusive.

Europe's huge investments in Airbus are sometimes also defended on the grounds that it has inspired other types of economic and industrial unification.

But the thesis is much less easy to substantiate than its reciprocal — that to abandon Airbus now would be a humiliating setback to European collaboration. And while aerospace undoubtedly forces the pace of technological innovation, the spin-offs are notoriously difficult to measure. It is correspondingly hard to demonstrate that the benefits outweigh the costs or could not have been obtained more cheaply some other way.

The contention that Airbus is saving the world from the threat of a Boeing monopoly is also dubious since the main victim of Airbus's success to date is McDonnell Douglas, not Boeing, which is flush with orders.

Probably the most persuasive practical justification for Airbus is that it can help counteract lean times in defence procurement, assuring employment for teams of highly skilled workers. This argument is gaining strength as the soaring prices of military aircraft dictate longer replacement cycles and their more specialised design makes them increasingly hard to export.

In some European capitals, concern is growing that these trends spell fewer orders and tougher times ahead for defence contractors. On that view, the price of the Airbus programme could be worth paying, simply to keep Europe's national defence industries in business.

So far, Airbus sponsor governments seem too preoccupied with the programme's short-term problems to have thought through the policy implications of that option. Solving those problems is essential to Airbus's future. But governments are likely to find it equally hard to avoid responsibility in the longer term for a venture which owes much of its impetus to prestige and the notion that it cannot be allowed to fail.

Friday's management page will analyse the working of the Airbus system and prospects for reforming it.

Mild Italian Scandal

■ Some politicians write their memoirs. Others publish volumes of crypto-political philosophy. Gianni De Michelis, the deputy prime minister of Italy, is about to become the first senior European government minister to publish a personal guide to the best discos in his country.

The rotund and lank-haired De Michelis is the most senior Socialist politician in Prime Minister Ciriaco De Mita's coalition government. He has long been known as a frequenter of the best parties in Rome, Milan and his native Venice.

The 48-year-old intellectual, who considers himself (among other things) an expert on the restructuring of the telecommunications and chemicals sectors, is frequently seen at salons and gala balls with a tanned and bejewelled middle-aged socialite on his arm. Colour photographs of the deputy premier in discos, doing what he describes as a "maccheroni-like dance", abound in Italian magazines.

None the less, the Italian political world is over the moon. The A320 was expected to bring in all right first time and now is an appropriate moment to set up a study into whether the system can be simplified.

Obviously, all kinds of questions still have to be answered. How limited will the planned compensation scheme be in practice? What exactly does Mr Walker mean by the suggestion that a securities regulator should be concerned with the protection of a particular group of institutions which might otherwise be damaged by some bias in the regulatory system? Overall, though, the most welcome feature of yesterday's speech was the priority which it gave to protecting investors. As Mr Walker put it, the regulator has to be ready to intervene than to stand aside when there is any ground for doubt about the protection available to clients.

Dancing, says the deputy premier, "is the only physical activi-

OBSERVER

Illustrating Alice

■ "Do you know Mr Tenniel well enough to be able to say whether he could undertake such a thing as drawing a dozen wood-cuts to illustrate a child's book?"

■ Wrote Charles Dodgson to a friend. It is hard to believe in retrospect that the relationship between Tenniel and Carroll was so precarious. Tenniel agreed to illustrate Alice in Wonderland, but delivered late. For a long time he refused to have anything to do with Through the Looking-Glass and even when he relented he took another three years to produce the work.

Some of the prints from the original engravings are now briefly on view (till July 7) at an exhibition organised by Macmillan Publishers at the St Bride Printing Library, just off Fleet Street. Macmillan is publishing a limited edition, price £7.75, if ordered before the end of the year, and £9.00 thereafter.

The prints emerge as cartoons with lines from the books as captions underneath. There is Alice talking to the cat: "What have you got to say for yourself? Now don't interrupt me." Almost the British political cartoon of our

designed to benefit farmers who keep one or two horses for their own enjoyment or for breeding on a small scale. That fed some leading figures in the racing establishment to lodge an objection.

The Earl of Caithness, Minister of State at the Department of Agriculture, was so much opposition when he sought to explain why the objection had been overruled this week that the Government has decided to have "third thoughts". Further consultations with the horse breeding industry are promised.

No tax on pot

■ Has the European Court of Justice got it right?

The Court effectively ruled yesterday that it could do nothing to stop the tax-free sale of hashish when it came down in favour of an Amsterdam youth club, known as the Happy Family Association.

The club is a favourite among small-time dealers in soft drugs. Selling hashish is illegal in Holland, but the Dutch authorities like to show their liberalism by not prosecuting small dealers. They asked, however, for payment of VAT.

The club appealed to the Amsterdam local court and from there to the European Court on the grounds that illegal transactions should not be liable for legal taxes. It won because, as the Court said, illegal drugs are not considered part of Europe's VAT base by the EC's 6th directive.

Falling market

■ Perhaps the climate of detente is deceptive or, at any rate, it is time to buy a nuclear fall-out shelter when prices are low.

Southern Engineering Co of East Croydon is advertising its patented indoor and outdoor survival shelters — "engineered like no other shelter in the world" — at prices between £1,600 and £45,000. The supernova model has a capacity for five persons for six weeks. The ad appears in this week's Illustrated London News.

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Bahrain turns sour for the bankers

Our special correspondent reports on the troubles of a once fast-growing and confident island

THERE IS an extraordinary democratisation on the island. From a financial point of view it's a disaster. I've recently been asking myself what on earth we are doing in Bahrain."

These are the words of the chief executive of a Western bank which is well established in Bahrain. His comments were prompted by the news that the Bahrain ruling family had withdrawn proposals to two international banks, Standard Chartered and the British Bank of the Middle East, for the settlement of its members' debts. But the banker's words also reflect a deep unease with the island's political and economic situation.

In the last three years, Bahrain has been as badly affected by the fall in oil prices and by the Gulf War as its neighbours, Kuwait and Saudi Arabia, but because it has not suffered terrorist bombings or engaged in diplomatic battles with Iran its troubles have been little noticed outside the region.

They are important, though, because Bahrain is one of the most pro-Western – and certainly the most pro-British – of the states in the Gulf. It is, or was, an important banking centre. For more than

a small country such as Bahrain they and their expatriate managers provided a large amount of employment. The island's population is believed to be about 400,000, of which 100,000 are Asian and 200,000 are expatriates.

Now the offshore banks' loans have turned sour, mainly because of the default of sovereign borrowers in Latin America and the stagnation of the contracting business in Saudi Arabia. The onshore banks have been hit by the domestic recession and, particularly, by the defaults of some members of the ruling Khalifa family. Given the power of the sheikhs and the unsympathetic attitude of the courts, banks in Bahrain have much less chance of recovering their loans from the forced sale of their debtors' assets than they would in the West.

There have also been defaults by some members of the merchant community, though two at least of the best known business families, the Kanoo and the Almohayeds, have been scrupulous in honouring their debts.

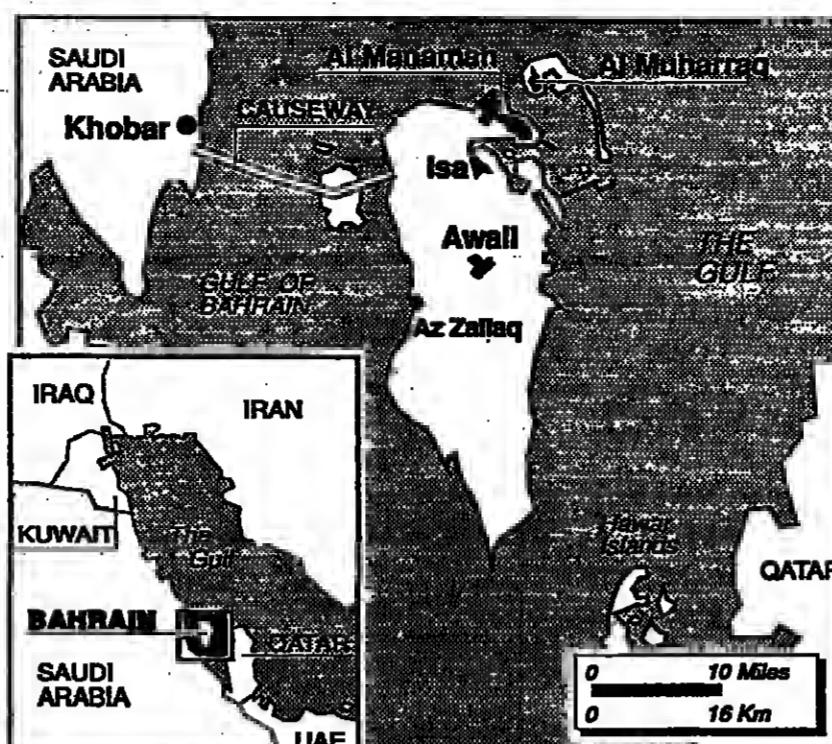
About 10 of the offshore banks have left the island. Most of those that remain have closed their dealing rooms or greatly reduced their staff. In effect they are little more than representative offices.

Other parts of Bahrain's service economy have fared nearly as badly as banking. Three major airlines, Swissair, Japan Air Lines and Singapore Airlines, have recently stopped calling at its airport, which entails losses for the Government and the hotels and is a psychological blow. Even since Imperial Airways began flights to the Far East in the 1950s, Bahrain has thought of itself as an air communications centre.

As the new long-range versions of the Boeing 747 come into service, enabling airlines to fly from Europe to the Far East non-stop, it is likely that services through Bahrain will further reduce.

Companies no longer see the island as the natural place for their regional headquarters. Instead they are choosing Dubai, which is seen as richer, livelier and more enterprising.

Much the most serious problem is the loss of employment. Bahrain is the only one of the Arabian peninsula oil states that has a working class. The other countries all have sufficient oil revenues for their populations to take careers as landlords, businessmen or civil servants;



industrial jobs are done by immigrants. But Bahrain, which has only one oil refinery and last year received oil revenues of only \$900m, has had to develop industries – aluminium smelting, refining and ship repair – and service businesses to provide its people with jobs.

The Bahraini labour force is about 80,000. As in other states in the area, half of the population is under 19 and 4,000 school leavers come on to the job market each year. By the end of the century the labour force is expected to double.

Despite the Government's efforts to build new industries and have Bahrainis replace expatriate labour, the creation of new jobs is not keeping up with the flow of school leavers. There is an expanding pool of unemployed.

All of these economic difficulties are made more serious by Bahrain's politics. Between 60 and 70 per cent of the population are Shias, members of the monotheistic, mystical sect of Islam, while the ruling Khalifa family and the families closest to it are Sunnis. The Al-Khalifas, who are of central Arabian desert stock, took the island 200 years ago, when the indigenous Shia people lived by fishing and cultivating date gardens.

Since the conquest, the Al-Khalifas' relations with their subjects have been less egalitarian than relations between sheiks and people in other Gulf emirates, where the ruling families have come from within the communities.

The Bahraini Shias are not oppressed. There are some successful Shia businessmen and a few Shia ministers. Yet the Shias, on average, are poorer than the Sunnis and they are very conscious of being regarded as politically suspect.

Since the Iranian revolution of 1979, the Shias have been the target of ceaseless propaganda from Tehran urging them to rebel against their central Arabian masters. In recent years the revolution has lost much of its allure, but many of the Shias are still divided in their loyalties and some have plotted against

the regime. A serious conspiracy was nipped in the bud in December 1981 and since then the authorities have arrested various minor plots and discovered several caches of arms.

The treatment of Shia suspects and reports of several prisoners dying in police custody have fuelled Shia resentment of the Government.

The island's problems and a general worsening of business standards as economic adversity has struck have left the expatriate population feeling less secure.

Bahrain's Government is finding it difficult to tackle all these issues. The ruler, Sheikh Isa, is much loved but has never played an administrative role in government. His middle brother, Sheikh Khalifa, the Prime Minister, who used to have a reputation for being a tough, able man, had a heart attack two years ago and has exercised less control over affairs since. Several members of the cabinet have quit in their posts since Bahrain became fully independent in 1971.

The island might benefit from a new government with new ideas but, as in other Arabian peninsula oil states, the leaders of the ruling family seem to have a horror of changing their cabinets and have been unwilling to contemplate the introduction of any form of democracy. This inability of the ruling families to change as societies change around them is one of the major weaknesses of government in the Arabian peninsula.

Ten years ago Bahrain was a fast-growing, confident island, respected by expatriates in the Gulf as a decent, civilised place. Now it has suffered an extraordinary democratisation, caused by economic decline, political tensions and the sense, shared by all the oil states, of having suddenly become much less important in the world. The island's problems are causing anguish among Bahrainis and expatriates alike, but in the foreseeable future there is little chance of anything being done to resolve them.

BEHIND the European Community's commitment to create a single internal market by 1992, a time-bomb is ticking away which threatens the EC aim of building a strong European pillar in the 21st century.

It concerns the relationship between the EC countries and other European nations which are not EC members. There has been no serious public debate so far about how much further the European Community should enlarge. EC club membership has doubled to 12 member states in the space of a generation, enlarging on three occasions over the past 30 years. But now, nine different languages and a complicated matrix of national laws make it difficult to negotiate and even harder to apply.

As a result, alarm bells are beginning to ring. The question being asked increasingly is: how is it possible to cope with further EC enlargement and still achieve the completion of the internal market?

Most observers recognise that an integrated EC market will not be achieved without some fiscal approximation, a merger policy framework, a common approach to monetary policy and greater European democracy. But how will European laws be policed if the EC is eventually enlarged to include all 21 members of the Council of Europe?

At present, the European Commission has indicated that the achievement of the internal market is the top of the agenda. The priority "must be given to European integration, respect for the decision-making autonomy and a balance between the ideals and obligations arising from co-operation." Although member countries have accepted this position for the time being, such is their concern about the issue of enlargement that it will not remain on the sidelines for long.

In theory, accession remains open under Article 237 of the Rome Treaty for all democratic European states. Until last year, any agreement reached between EC member states and an applicant country had to be ratified by the national parliaments of all EC member states. The only condition imposed was that the applicant state must have a pluri-

alist and representative democratic regime obliged to respect human rights.

In practice, however, the situation has now altered. Under the Single European Act, the European Parliament must give its assent by a majority vote of all its members. In addition, the EC has recently gained the responsibility for political and economic aspects of security.

Given the pressures to develop a common European security policy, which could include the elaboration of an EC arms procurement policy over the next decade, how will these developments be compatible with the accession of states with neutral constitutions like Malta, Austria, Switzerland

Now is the time for a broad debate to open on the external consequences of the 1992 programme

and Sweden to the EC? The heart of the problem is whether the EC is to place its own interest in progress towards a unified Europe first, or whether it will simply end up, through gradual attrition, as a trade association.

If we cannot, at this stage, determine the final resting place of European integration, we can, at least, avoid having our hands tied in the future by taking ill-thought out decisions today.

There is an increasing danger that, because of the absence of a clear strategy for dealing with non-EC European countries, including those in Eastern Europe, any coherence could be diluted through the admittance of non-EC countries to community programmes on a generalised basis.

I suggest that a coherent EC European strategy urgently be formulated which could contain the following elements:

• We must first have a clear statement from the Council of Ministers, in agreement with the

European Parliament, that no further requests for EC accession will be referred to the European Commission for examination by the Council of Ministers until 1 January 1993.

• Second, the European Commission must define which countries and under what conditions can have access to EC programmes and to its political cooperation mechanisms. This should define how far any individual country can have closer association status without applying for membership.

• Third, as a matter of principle, further enlargement should only take place when an applicant country is ready to accept the existing and potential obligations of membership. This would, for example, include the need for countries seeking to join agreeing not to oppose the development of an EC security policy.

In the medium term, therefore, without prejudice to the question of eventual membership, the EC should clarify its position in relation to non-EC European countries. There are already grave doubts that the EC institutions are strong enough to fulfil the objectives of the 1992 programme. Should the EC be enlarged to include one or two more members, it is difficult to see how the remaining members of the Council of Europe could be refused admittance.

Now is the time for a broad debate to open on the external consequences of the 1992 programme.

The boat is heavily laden. Any further unnecessary load will cause it to sink. The European Parliament, now having, for the first time, the power to refuse additional members, must contribute its own views to this important discussion.

In the last analysis, let us remember that the US took at least 175 years to enlarge from the original 11 states in 1787 to the 50 states which make up the federation today. As the European Community is still developing common policies in a number of new areas, enormous care must be taken not to close the options by an unseemly rush to accept applications for accession with open arms.

The author is Member of the European Parliament for Oxford and Buckinghamshire

Bahrain is the only one of the Arabian peninsula oil states that has a working class

20 years, it has been regarded by Western companies as the most relaxed and sophisticated of the Gulf countries – an obvious place for a base.

Bahrain is also the support centre for the US navy's operations in the Gulf. It has not liked to publicise this fact and American sailors have never been allowed ashore. It is likely to be even more sensitive about the base following the shooting down of the Iran Air Airbus.

In Western eyes, the most obvious of Bahrain's problems has been its decline as a banking centre. In the late 1970s and early 1980s, it attracted about \$8 for each bank, which developed important business in international syndicated loans and lending into Saudi Arabia, particularly to contractors.

The banks not only brought revenue in

Understanding is only partial

Letters to the Editor

From Mr Roger Martin-Fagg
Sir, Mr Frank Blackaby (Letters, July 2) states that City economists are now unanimous that the UK economy is overheating. If this were true then it must be a record to have leading economists in agreement.

But it is surely not true. The debate continues: some point out the rate of increase in money earnings as a key indicator and potential source of inflation; others prefer to look at unit labour costs, and see no real cause for concern because – so far – productivity growth continues.

Despite the range of statistics available, economists do not know the level of UK productive potential, nor the rate at which it may or may not be growing. Hence, they find it difficult to assess whether total final expenditure is excessive.

The growth in bank credit may or may not be a key influence on the rate of inflation; again, it rather depends on the behaviour of velocity and expectations. Many economists would probably support Mr Blackaby's view that the rate of interest alone is insufficient to achieve a low and stable rate of inflation with fuller employment.

But the alternatives, such as exchange rate adjustment, fiscal policy and some form of credit control, do not guarantee success either, because economists have only a partial understanding of how the UK economy operates.

Roger Martin-Fagg
Hartree, Buckinghamshire

Can a duck swim?

From Dr V.P. Hill
Sir, The Chancellor is urged to address the consumer-driven trade gap by interest rate rises. But the credit analysts tell us that, unlike borrowing undertaken by industry, consumer credit volume is not particularly rate-sensitive – at least not to the odd one or two per cent.

Is not the overall price of the

article far more important to the consumer? Do we still buy a German-made dishwasher if the credit terms go up by one per cent but the exchange rate brings the sterling price down by five per cent – both movements because base rate has increased? Could the import boom of last May have had anything to do with the high 27°C duck's swim?

V.P. Hill
5 Upper Park Road, NW3

Scum tends to rise to the surface

From Mr Tudor Gates
Sir, If John Gapper, your labour correspondent, had gained his information from an authoritative source rather than a few disloyal and petulant dissenters, he would not have painted so hideously a picture (June 30) of the Association of Cinematograph, Television and allied Technicians (ACTT).

Our members well understand the fight we have ahead of us, and that is a contest between heavyweights. The kind of toyshop union quoted would receive short shrift from employers and be treated with derision by the labour movement.

Every organisation has its freaks and malcontents. Take my word for it, the consultative meetings we are holding at present show our membership to be calm, loyal, determined and confident that we will win through in the end. Our is not a dimming union but an ever-increasing one, both in numbers and income, and we shall continue to grow and make whatever alliances are necessary to resist the threat of the multi-national giants who seek our dissolution as an effective labour force as part of their plans to extend their media ownership.

Because of these companies' influence on government, our industry is indeed momentously

induced into (storage) tank 610. There was never any evidence for such an act, a fact the company now admits."

The report went on to give a technical explanation of the most likely cause of the accident, and demonstrated that the main contributory factors were Union Carbide's cost-cutting, staff-cutting and neglect of safety precautions. A local trade union had publicly warned of these shortcomings several years before the disaster.

We also found that, even after the accident, Union Carbide failed to provide immediately all the information needed for the treatment of the victims. Shortly after its publication, we were able to discuss the report with senior Union Carbide management. They never challenged any part of it.

Safety precautions in the chemical industry are often inadequate, in developing and developed countries alike. After our examination of accidents in India, Switzerland, Mexico, Italy and the UK, the trades unions have adopted detailed principles for the prevention of chemical disasters. We call for their urgent adoption by governments and industry.

Pekka O. Aro
International Federation of Chemical, Energy and General Workers' Unions
Town Hall
Patriot Square, Es

Safety principles must be adopted

From Mr Pekka O. Aro
Sir, Union Carbide is reported to be reviving its theory that the Bhopal disaster happened because of sabotage by a disgruntled employee (FT, July 1).

In April 1985 I led an international mission of trade union safety experts to Bhopal. Our conclusions were based mainly on the evidence of those most directly concerned: the workers who were on duty at the Union Carbide plant on the night of the accident. The mission's report, published in July 1985, states:

"After much public criticism, Union Carbide has backed away from its March 20 suggestion that water was 'deliberately' intro-

duced into the tank 610.

For such programmes one does not need just intellectually able and well educated academics. One needs, in the tutors, such an intellectual basis combined with experience. The provision of such people for post-experience teaching is becoming a remarkably difficult problem to solve.

G.R. Tomkins
University of Bath
Claverton Down
Bath, Avon

activities through supervision of in-firm or in-company research.

If the UGC, the Institute of Chartered Accountants and accounting firms combine to consider the taking up of academic post-graduate education, where the pay-offs to the profession may be more immediate through establishing contacts with more senior managers and potential client companies.

Academic salaries too low to attract accountants into MBA teaching

From Professor G.R. Tomkins

Sir, You reported (June 20) that the University Grants Committee (UGC) has recently identified that universities have an important problem in attracting enough accountants into academic teaching and research when pay rates in universities are so low in comparison with those earned by accountants in industry or the profession.

Of course, one must take into account the special attractions of

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Wednesday July 6 1988

Quentin Peel assesses the resolutions passed by the Soviet Communist Party conference

Gorbachev pays dear for reforms

MR MIKHAIL GORBACHEV, the Soviet leader, has won endorsement for the broad sweep of his entire political and economic reform programme from the extraordinary Communist Party conference. Yet he appears to have had to make some potentially critical compromises with the party power structure in order to do so.

Turning the resounding rhetoric of perestroika into specific action could yet depend on a critical plenary meeting of the party's central committee, to be held at the end of the month.

In spite of the holes in the resolutions of the party conference give a graphic illustration of the extraordinary breadth of the reform programme Mr Gorbachev is attempting to embark on: questioning fundamental tenets of the economic system, revamping the whole political structure of both party and government, inserting a legal right to information in the constitution and revising vast chunks of Soviet legislation.

Mr Gorbachev has got his way with the central elements of his reform plans: the intention to separate the powers of party and state, revive the authority of elected bodies and overhaul the legal system. But he has failed to bind the party to specific decisions on dismantling its own bureaucracy and committing it to genuine multi-candidate elections for party office. Nor has he set down any clear commitment to a less rigid and centralised planning process, which economic reformers have been seeking.

The resolutions were published in full only yesterday, almost four days after the end of the conference, in another manifestation of the limitations on the Gorbachev policy of glasnost, or open information. Information emerges, but often belatedly.

Yet it is the very area of glasnost where the resolutions are probably most forthright, in contrast to a lot of criticism of the Soviet press voiced by delegates to last week's conference.

"Every citizen has the inalienable right to obtain exhaustive and authentic information on any question of public life," they say, although adding a substantial proviso, "that is not a state or military secret."

The right of citizens of the USSR to information should be enshrined in the constitution," the conference concluded, calling for "legal guarantees of glasnost."

Proposals for legal reform are also breathtaking in their ambitions, in the light of current practice. They call for "essential changes" in legislation on socialist property, planning, financial, tax and economic relations, labour, housing, pensions and the entire criminal code.

They place top priority on "legal protection for the individual" as well as the "unconditional independence of justice" and a basic principle that "everything is allowed that is not banned by law."

The six resolutions, drafted by separate committees during the conference, which saw unprecedented public analysis and criticism of the shortcomings of the Soviet state and its ruling party,



Commanding attention both inside and outside the Communist Party's extraordinary conference, Soviet leader Mikhail Gorbachev makes a point to Prime Minister Nikolai Ryzakov (above) and to reporters via closed-circuit television in the separate Press room.



are binding on the Communist Party. But they have to be put into legal effect - by the Supreme Soviet, where constitutional and legal changes are concerned, and by a party congress where the party charter is concerned.

Moreover, a plenary meeting of the party's central committee has been called for the end of the month, in order to fill in the gaps the conference failed to agree.

Some observers see this as a defeat for Mr Gorbachev, because the central committee remains a largely cautious and conservative body, disinclined to rock the party apparatus to which many if not most belong.

The most crucial of the gaps appears to be the lack of any commitment to dismantle specific parts of the all-pervasive party bureaucracy, which effectively duplicates the machinery

of government.

Another is the failure of the conference resolutions to spell out the responsibilities of the proposed President of the Supreme Soviet, the job clearly earmarked for Mr Gorbachev, and which he suggested would have substantial executive powers.

A third is the much less stringent internal rules for party democracy, as opposed to a firm commitment to multi-candidate elections for the soviets.

There is no commitment in the resolutions to a review of the membership credentials of all 20m party members.

Nor is the proposal that all party first secretaries face a second hurdle of democratic selection - by standing for the chairmanship of their local soviet made other than optional.

"The role of the representative

for economic reform, the resolutions are decidedly short on new ideas. There is much general condemnation of bureaucracy, and exhortation to introduce the reforms already on the table with more enthusiasm.

A radical change, it admits, is yet to occur. But it sets out the guiding principles for the next five year plan - intensification of production, resource saving, acceleration of scientific and technological progress and modernisation of machine building - as if the entire process of rigid central planning had not been under attack.

Armenian leader sees solution to regional dispute, Page 2

Health insurers set to exclude AIDS sufferers

By ERIC SHORT IN LONDON

CARRIERS of the AIDS virus will no longer be able to claim insurance benefits in the UK on new permanent health insurance (PHI) contracts, which cover long-term sickness and disability, under plans by insurance companies.

Life companies are poised not only to exclude payments to policyholders disabled by full-blown AIDS (Acquired Immune Deficiency Syndrome), but to bar payments to those suffering any illness arising from being HIV positive, the initial stage in the progression to AIDS.

It is understood that the companies are also considering whether to make void any PHI contract at the time the policyholder becomes HIV positive.

NEL Permanent Health, a member of Britannia Arrow group and a leader among the companies offering permanent health insurance, is aiming to

implement these changes, which will particularly hit employers at the latest by the beginning of September.

Under PHI, the individual receives income payments because he or she is unable to perform their normal occupation due to illness or accident.

Payments usually start after a stated period following the onset of the disability and continue until the patient resumes work, reaches retirement or dies.

Life companies have increased substantially life protection premiums to cover the increased risks of death from AIDS, although they have rejected an AIDS exclusion clause.

They are now considering a diametrically opposite course on sickness contracts. This is because the extra cost of premiums to cover the HIV risk would be prohibitive for younger men.

Bush draws applause

Continued from Page 1

rather than the cash-strapped Bush campaign - makes the same point about personal heroism.

Voters such as Mr Mark Provost, a gap-toothed hunk of a young Italian-American from Elmwood Park, a white suburb some 15 miles west of Chicago, finds the strong language appealing and will back Mr Bush for President for three reasons - capital punishment, gun control and racial quotas. Mr Bush backs the death penalty and is against the other two.

Yet it is obvious that these white ethnic middle class voters do not connect to George Bush in the way they did to Ronald Reagan. "Bush would make a great running-mate," said Mr Ted Oberg, who owns his own air-conditioning company in Elmwood Park. Mr Oberg perhaps ought to be a Republican voter in November, but will in fact back Governor Michael Dukakis of Massachusetts. "He looks competent," said Mr Oberg, "you can

wear a bullet proof vest in nearly 100 degree heat and cannot help. But the firm impression is that here is a decent man whose best moments come in private banter rather than public discourse.

In St Louis, Mr Bush and his wife Barbara went aboard a steamboat to watch an air display put on by the local aerospace manufacturer, McDonnell Douglas. After a B1 bomber had blasted across the sky, another aircraft loaded with missiles appeared, hovering like a giant blowfly over the river.

But Mr Walker also questioned how far it was appropriate for the SIB to seek "to promote a 'level playing field' for different methods" of selling financial products.

Another speaker at the conference, Mr Charles Goodhart, professor of banking and finance at the London School of Economics, adopted a more critical stance towards the new regime which he said was "something of a mess".

He said that the publicly avowed attempt of the previous SIB chairman, Sir Kenneth Berrill, to enforce the best codes of conduct and exemplary behaviour of financial institutions was doomed to failure, and at a very high compliance cost.

Conference report, Page 5; editorial comment, Page 16

Mr Meese's ownership of regional Bell Telephone stock valued at \$14,000 also figured in the investigation, as well as his wife Ursula's \$40,000 a year salary which she drew from a Washington real estate firm before the company was awarded a \$35m loan on Justice Department offices.

Mr Wallach - who has subsequently been indicted in the Wedtech case - is a common thread in Mr McKay's report which has been submitted to a panel of judges in Washington. It will not be made public for several weeks until Mr Meese's attorneys have a chance to rebut the charges.

Conference report, Page 5; editorial comment, Page 16

Strong protection of investors in UK 'will continue'

By Clive Womersley in London

MR DAVID WALKER, in his first public pronouncement since taking over five weeks ago as chairman of the Securities and Investments Board, the chief investor protection agency, yesterday dashed hopes in the City of London for a radical relaxation of the new regulatory regime.

The problem with those gaps is that they concern the role of the ruling party - and given its unique status and unchallenged position, all other reforms could prove irrelevant to the wider aim of democratisation, if the party itself is not changed.

Yet there is much more that is positively revolutionary in the conclusions.

They attack the party personnel policy - the infamous *nomenklatura* system by which party men (women are in a tiny minority) are nominated, not elected, to positions throughout the state structure.

"The *nomenklatura* approach has outlived its usefulness," the resolution on political reform declares. "The party's personnel policy is in need of serious renewal... The final decision in personnel-related questions should be determined by the results of elections."

There should be maximum openness in party work: minutes of meetings should be published, as well as drafts of major resolutions to be discussed.

They certainly criticise the all-powerful apparat: "It is inadmissible for the party apparatus to usurp the functions of the elective bodies and for the role of communists to be reduced to attendance at party meetings and rubber-stamping lists of candidates and draft resolutions."

The resolutions go a long way towards the demands of nationalistic republics, like the Baltic states, for more devolution of economic and political power.

They also reject complaints that the client agreement agreements that client stockbrokers and other firms are now having to send to their clients are too complex and lengthy.

Mr Walker said that the SIB requirements could be incorporated in a document of only three or four pages. But one well-respected firm, which he thought was typical, had sent its clients a 28-page letter. More than half the letter, he said, was designed to protect the interests of the firm by including disclaimers and exemption clauses rather than those of the client.

However the SIB had always planned to review the effect of its rules once they came into operation in April, Mr Walker said. He suggested several possible areas for reform:

• The compensation scheme for investors in firms that become insolvent will be introduced on August 27 on the lines of the original SIB consultative document with a "significant further limitation of cross-subsidy".

This refers to the extent of the liability of members of one self-regulating organisation (SRO) to make up the losses suffered by a member of another. Mr Walker said that after the first 18 months, the claims and levy experience of the scheme would be examined, with a view to reducing the scope for cross-subsidy and possibly introducing an element of insurance.

• Some of the SIB rules could be redefined in a more general form: some of the specific rules could include a limited exemption for firms making their best endeavours. Simpler rules could be backed up by guidance notes and separate rulebooks might be developed for different categories of client.

"There is undoubtedly scope for simplification of rules to reduce detailed prescription of when and how things should be done instead of rules that merely prescribe that they may be done," he said.

• The SIB is to look at ways to ensure that insurance brokers and other independent financial advisers do not suffer a disadvantage by having to disclose how much commission they are earning when insurance company and unit trust salesmen do not have to do so.

Mr Walker suggested that any such bias could be reduced by "sensible, practical methods of disclosure" - insurance company expenses or charges, which were mentioned in a recent report for the SIB by the consultancy firm, Peat Marwick McLintock.

But Mr Walker also questioned how far it was appropriate for the SIB to seek "to promote a 'level playing field' for different methods" of selling financial products.

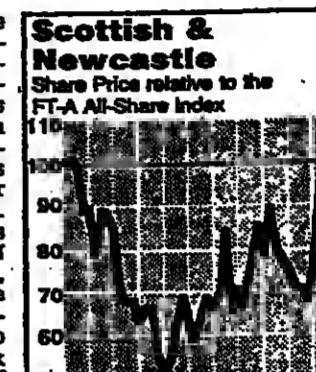
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Conference report, Page 5; editorial comment, Page 16

THE LEX COLUMN

S & N plays to deaf ears



From an Edinburgh vantage point, yesterday's market reaction to Scottish & Newcastle's figures might well justify a jaundiced view of the City. The Elders stake has pushed the shares to a level - 15 times forecast earnings - half again as high as Bass - at which the market no longer cares about real-life performance.

The only interest in the figures was tactical - whether S & N would bring growth forward now, or hold it in reserve for a defence document. With admirable pragmatism, the company seems to have done neither: the pre-tax figure is pitched in the middle of forecasts at £113m, and earnings per share are up by a conservative 11 per cent for the year, after 6 per cent inflation in the second half from the Matthew Brown acquisition.

This may imply confidence that the company can survive on its record. Since it seems likely that the 9 per cent Elders stake will be put to hostile use by someone, that may in turn depend on the delicate question of UK versus European merger policy. S & N may well feel that, having acquired itself twice referred over acquisitions involving 1 per cent of the UK beer market, it would be hard done by if Elders were allowed to double its share to 18 per cent or so. But then, the other big brewers look to a new European dispensation for permission to snap up the smaller firms, and the industry cannot have it both ways.

Granada

In a market showing any appetite for risk - however temporary or seasonal - solid old defensive Granada will look too dull a bet. So it was scarcely surprising to find the shares at a disadvantage yesterday in a market which is enjoying something of a summer rally.

Johnson Matthey

Yesterday's 30 per cent rise in Johnson Matthey's share price was something of an act of faith on the market's part, given Charter Consolidated's insistence that it is not about to sell. Indeed,

Charter's stake would be reduced to little more than a lump of cash, plus the deeply ungainly Anderson-Strathclyde and Cape Industries. Stripping out the cash and the JM stake, yesterday's closing price for Charter values its operating subsidiaries at a mere £70m, or perhaps four times historic earnings.

Then again, much may depend on the attitude of the Anglo American/De Beers mining nexus, which not only holds 36 per cent of Charter through Minoro, but also has an exclusive contract with Johnson Matthey to refine around a third of the world's platinum production. The fact that Minoro also did not help. Much effort was put

into stressing the company's high hopes for the computer maintenance business, where Granada has become European market leader in the independent sector with its recent acquisition of DPC. But the fact remains that this division represented under 6 per cent of profits for the half year, and even if the business services division's share as much as doubled next year, the rental and retail division will continue to dominate the business.

It was this division which provided yesterday's only legitimate cause for concern, with the £20m rationalisation benefits of last year's Electronic Rentals acquisition proving slightly slow to come through. And once Electronic Rentals is fully integrated with the existing rental business, it is not clear what will set Granada apart from the crowd.

TVS

When a young local UK television station makes a bid for an established US production company twice its size, naked ambition might seem to have got the better of it. Shareholders in TVS have had plenty of time to nurse such fears in the week that has elapsed between the news of TVS's planned purchase of MTM and the company's first attempt to explain itself this morning. In a market thoroughly disenchanted with TV shares, now would seem a poor time to go about raising large sums of money, and as MTM has effectively been for sale since its aborted flotation last October, there may be a suspicion that ignorant foreigners are buying what the nationals had spurned.

However, the latest seepage of news - that Canal Plus, the startlingly successful French pay channel, is going to help finance the acquisition - makes the whole thing start to look appealing. Not only does the financing seem more manageable, but the prospect of a genuine international link-up between the UK, Europe and the US could make the deal longer on logic than nerve, after all. For the French company, MTM should provide cheaper access to programmes, while for TVS it will mean a home for its cash flow, and fill a badly needed hole in its catalogue of programmes.

However strong the arguments, though, this is not likely to be the first of many such international arrangements. The older TV companies seem more inclined to wait to see what the Government decides about their franchises, and with much larger libraries of their own, they can better afford to do so.

This announcement appears as a matter of record only.



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SECTION III

FINANCIAL TIMES SURVEY

The industry is restructuring as the market continues to grow rapidly. Japanese makers are joining more collaborative ventures in Europe to build on their existing presence, as **Kevin Done**, Motor Industry Correspondent, reports.

Era of joint ventures

THE LIGHT commercial vehicle market in Western Europe has grown rapidly during the 1980s and many producers enjoyed a record year in 1987.

The market has proved an attractive target for Japanese van makers and although the wave of direct imports that built up during the first half of the decade appears to have peaked, Japanese producers are now consolidating their presence by establishing a growing number of joint ventures.

Europe's light commercial vehicle market is also attracting growing attention from Japanese suppliers around the world.

Van imports in Europe bought almost \$4 billion-worth of components from independent manufacturers in 1987 and this could rise to \$5.2bn in 1992 (at constant 1985 prices) according to a recent report from Frost and Sullivan, the US consultants.

"Whether they are taking the bicycle team to the velodrome, the Brighton car pool into London, or delivering the latest copy of *Der Spiegel*, vans are becoming ever more popular in Europe," it claims in a study, *The European Original Equipment Van Components Sector*.

The classification of light commercials varies from country to country in Europe, but the industry tends to be split into two sec-

tors. Small vans cover vehicles up to about 2 tonnes in gross vehicle weight (GVW) including car-derived vans, microvans and light pick-ups; while medium vans cover the sector from 2 to 3.5-4.0 tonnes including panel vans, minibuses and light trucks.

Frost and Sullivan suggest that van production will grow by about 15 per cent from 1986 to 1992, with annual-unit growth of 5.6 per cent in 1987 and 1988. Production could stabilise at about 1.25m units with a peak in 1990-91.

France is the biggest producer of light commercial vehicles in Europe, thanks to the large volume of car-derived vans produced by Renault and the Peugeot group, which includes Citroën.

The importance of the light van sector in the French vehicle market stems from the structure of vehicle taxation with a much higher rate of Value Added Tax applied to passenger cars than to small vans.

The French VAT rate on cars was lowered to 28 per cent last year from 33.8 per cent, but it is still much lower than the 18.7 per cent levied on small vans.

The differential has encouraged some private motorists to purchase a van, rather than a small car, and many small business operators use a van for private motoring at the weekend.

The new Ford Transit, Europe's best-selling medium van

Vans and Light Trucks

Tax distortions play a significant role in determining the size of the small van sector in several other European countries.

The medium van sector is domi-

nated by Ford and Volkswagen.

and last year Ford succeeded in ousting VW from its leadership of the European production league,

thanks to the strong demand for its Transit panel van, which was launched in a new form at the beginning of 1986.

Volkswagen's Type 2 competitor

has begun to suffer in the face of fierce competition and more modern products from both Europe and Japan, and it is unlikely to arrest the slide until the expected introduction of a

new model range in the second half of 1989.

Despite record demand for light commercial vehicles across Europe last year, output of the VW Type 2 dropped by 6.5 per cent to 114,365 units, according to statistics published by Automotive Industry Data, the automotive newsletter. By contrast, Ford increased production of the Transit by 22.9 per cent to 130,265 units, claiming a 21.5 per cent market share compared with the 18.9 per cent of the VW Type 2.

Output of the Type 2 fell by some 26 per cent from 1978 to 1987. In 1980 it was the most successful medium van worldwide, ahead even of the Toyota Hi-Ace,

but since then it has had to face several new rivals in Europe including Renault's Trafic, the Ducato/J5/C25 of the Fiat/Peugeot joint venture and most recently the new Ford Transit.

Overall West European produc-

tion in the medium van sector (light commercials in the 2.5 tonnes category) rose by 8.6 per cent to 605,885 units from 557,945 units in 1986, according to AID.

Ford and VW are facing

increasingly stiff competition

from the medium vans produced

by the Sevel joint venture put

together by Fiat of Italy and Peugeot of France, which has proved

one of the most successful auto-

mobile collaborative ventures in

West Europe.

Production at the Sevel plant

in Italy, which began in late 1981,

reached a new peak last year of

103,960 units, an increase of 15.2

per cent and enough to put the

joint venture in third place with

a 17.2 per cent share of European

production. Vans from the Sevel

plant are marketed in different

genuine including the Fiat Ducato,

the Citroën C25, the Peugeot JS

and the Talbot Express.

Faced by the need to produce a

modern competitive purpose-

built van to strengthen their

presence in the European light

commercial vehicle market, Fiat

and Peugeot chose to pool their

resources in a joint venture so as

to increase rapidly during the 1980s.

However, a serious note of

warning about the outlook for

diesels in the 1990s has been

sounded in the latest European

Trucks Forecast Report published by DRI, the automotive

analysts.

They claim that new proposals

by some European countries,

most notably Switzerland, Aus-

tralia and the Scandinavian countries,

on particulate emissions

requirements for diesels, could be

of such severity as "in practice to

rule out diesel engine use in

vans."

Japanese imports rose rapidly

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particularly in the smaller Euro-

pean markets, which did not

impose any of the controls on

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limit Japanese penetration of the

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to be able to produce at a high enough volume to gain the full benefits of the economies of scale.

It is an option which is looking increasingly attractive to other van makers facing major investment decisions for the development of new vehicles. Such moves are most critical in the medium van sector, as the future of car-derived vans depends to a great extent on the development of the corresponding car models.

The design of a new range of purpose-built vans requires a large amount of investment in tooling and components, and, in the highly-competitive market place, manufacturers cannot expect to receive the continuing benefits of the long production runs they have obtained in the past," a recent report by the Economist Intelligence Unit (EIU) on the light commercial vehicle sector in West Europe points out.

In the UK, Freight Rover, the Birmingham-based van making operation which was acquired by Daf of the Netherlands last year, is still searching for a partner with which to develop a new van to replace its ageing Sherpa range.

In France, Renault has indicated that it has held discussions with other manufacturers on possible joint ventures, as it reviews the options for the eventual replacement of its Trafic range.

To the alarm of some European participants in the industry, West Germany's Daimler-Benz has announced that it has reached a basic agreement with Mitsubishi of Japan for the joint development of light commercial vehicles in the medium van sector in the gross vehicle weight range of 2.2 to 4.6 tonnes.

The exact extent of this planned collaboration is still unclear, but it does point up the growing involvement of the Japanese producers in the European light commercial vehicle sector.

According to the EIU report, "More West European producers are beginning to adopt the maxim 'if you can't beat them, join them' and the second half of the 1980s is emerging as an era of joint ventures and agreements between the West Europeans and the Japanese."

Japanese imports rose rapidly during the first half of the 1980s particularly in the smaller European markets, which did not impose any of the controls on

so-called "voluntary" quota

restrictions that have served to

limit Japanese penetration of the

Italian, French, Spanish and to some extent the UK market.

The EIU report estimates that the Japanese importers could have captured as much as a quarter of the European market by the mid-1980s, if they had been allowed free access. In fact the "closed" and "restricted" markets helped to limit import penetration to an estimated 11.5 per cent of the small van sector in 1985 and an estimated 12.1 per cent of the medium van sector.

While total imports of Japanese light commercial vehicles may fall, the total share of Japanese designed vehicles in the European market is expected to rise significantly, however.

In addition to the Daimler-Benz/Mitsubishi collaboration, Nissan has built a base in Spain with Nissan Motor Iberica for exporting to the rest of Europe. Volkswagen has linked with Toyota for the production of Toyota-designed one-tonne pickups in West Germany, while the IBC Vehicles venture in the UK (in the old Bedford plant in Luton) between General Motors and Isuzu is wholly dependent on design input from Isuzu and Suzuki.

Some European automotive groups are still lobbying hard for continued protection against Japanese imports provided by the existing patchwork of controls and restraints, but most appear to accept that these bilateral agreements with the Japanese industry will have to be phased out eventually.

The automotive industry will be affected in many other ways by the planned 1992 reforms, not least by possible changes in exhaust emission controls, in particular as they apply to diesel engines.

The proportion of the light commercial vehicle market commanded by diesel engines has increased rapidly during the 1980s.

However, a serious note of warning about the outlook for diesels in the 1990s has been sounded in the latest European Trucks Forecast Report published by DRI, the automotive analysts.

They claim that new proposals by some European countries, most notably Switzerland, Austria and the Scandinavian countries, on particulate emissions requirements for diesels, could be of such severity as "in practice to rule out diesel engine use in vans."

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during the first half of the 1980s particularly in the smaller Euro-

pean markets, which did not

impose any of the controls on

so-called "voluntary" quota

restrictions that have served to

limit Japanese penetration of the



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VANS AND LIGHT TRUCKS 2

Further joint ventures have significant market implications

Japanese deeper into Europe

JAPANESE vehicle makers have had a profound impact on the European light commercial vehicle market, which they began to penetrate seriously in the late 1970s.

The initial thrust was into the small van sector, where the Japanese concerns extended the range of the light van market with the introduction of new product types including small pick-ups and purpose-built microvans.

The traditionally conservative European medium van market became the next target. European producers have reacted to the import challenge by modernising their product ranges, but the Japanese vehicle makers have established a firm presence capturing about 12 per cent of the medium panel van market (2.35 tonnes gross vehicle weight - GVW), and more than ten per cent of the small van sector (up to 2 tonnes GVW).

The biggest Japanese success has been in the smaller European markets, where they have not been limited by import quotas. Japanese importers hold more than half the markets in Denmark, Ireland and Finland, and shares of more than 20 per cent in Holland, Sweden and Switzerland.

In some of the larger European markets such as Italy and France, the restraints imposed on Japanese car imports have been extended to light commercial vehicles, while in the UK the so-called "gentlemen's agreement" between Japanese and British vehicle makers on car imports also restricts the Japanese share of the UK van market to about 11 per cent.

The Japanese share of the European market has accelerated rapidly during the first half of the 1980s with sales of Japanese vans increasing from 45,000 units in 1980 to 135,000 in 1986.

The strategy for increasing Japanese penetration still further is now changing significantly, as market opportunities are exhausted and the yen's strength makes direct imports less competitive.

The Japanese presence in the European light commercial vehicle market is expected to grow, but increasingly it will take a different form.

According to a study by the Economist Intelligence Unit of the West European light commercial vehicle market, "the second half of the 1980s is emerging as

an era of joint ventures and agreements between the West Europeans and the Japanese. The development of this new phenomenon will have significant implications for the future structure of the West European commercial vehicle market."

The most recent example of such collaboration is the basic agreement reached by Mitsubishi Motors (MMC) of Japan and Daimler-Benz of West Germany, which could see the production of Mitsubishi vehicles at a Daimler-Benz plant in Spain and the subsequent joint development of future light commercial vehicles.

Under the agreement announced by Mr Toyoo Tate, president of MMC, and Mr Edzard Reuter, chairman of the Daimler-Benz plant in Spain and the subsequent joint development of future light commercial vehicles.

The emerging pattern is helping West European producers to extend their product ranges

Benz executive board, the two companies are conducting a feasibility study for the production of Mitsubishi's L300, a 2.25 tonnes GVW panel van, at a Daimler-Benz plant in either Vitoria or Barcelona, Spain.

The two companies say the "considered aim is to secure a foothold as a production site in Europe." The feasibility study is examining key questions such as production capacity and timing of the venture.

Beyond the L300 venture Daimler-Benz and Mitsubishi have embarked on a more far-reaching project to study the joint development of light commercial vehicles. The two companies aim to collaborate on the development of light commercials with the imported model mix to favour higher-value cars.

Nissan, Japan's second-largest automotive group, has taken a different route to establish itself as a commercial vehicles producer in Europe. In 1980 it purchased an initial stake in Motor Iberica in Spain from Massey Ferguson, and has since built this holding to a 71 per cent share of the equity.

It has introduced Nissan products to the venture, beginning with the light four-wheel drive Nissan Patrol all-terrain vehicle in 1983 and followed by the Vanette van in 1985. The company has changed its name to Nissan Motor Iberica.

Two other Japanese vehicle producers, Isuzu and Suzuki, have gained access to European manufacturing facilities through their links with General Motors.

Last autumn General Motors and Isuzu formed a joint venture in the UK, IBC Vehicles, to save GM's former Bedford panel vans plant at Luton from closure.

IBC is 50 per cent owned by General Motors of the US and 40 per cent by Isuzu, in which GM also has a 40 per cent stake. The Luton plant now produces the Bedford Midi, a one-tonne panel van based on an Isuzu design, and the Bedford Rascal microvan, based on a design by Suzuki, in which GM has a 5.5 per cent stake.

The Bedford van plant had faced a very uncertain future and was under the threat of closure with sales dwindling and losses mounting rapidly. As part of the rescue package and the formation of the joint venture, the labour force agreed to accept radical changes in working practices.

The fortunes of the plant have been transformed and earlier this year IBC was able to announce plans to use the plant as the springboard for an ambitious export drive into continental European markets.

Production has been increased from 19,000 vehicles last year to 34,000 in 1988 through the introduction of a second shift, and IBC is planning to increase output further to 40,000 next year, if the export drive is successful.

Exports of the Midi started in April with distribution through Convenco, Isuzu's commercial vehicle subsidiary in Europe, while the Rascal models are being sold initially through Suzuki dealers in France, Italy, Spain and Portugal.

The EIU report says that European producers have been willing to co-operate with Japanese competitors because they acquire existing technology from Japan much more cheaply than by internal investment.

It suggests that direct imports from Japan will fall from about 125,000 units in 1986 to some 100,000 units in 1991, reducing the market share from 11 per cent to 7.4 per cent.

However, the increased sale of Japanese-designed vehicles produced in Western Europe could account for a further 100,000 units by 1991, bringing European auto-built and directly-imported vehicles to as much as 15 per cent of the West European light commercial market by 1991.

Indeed, 65 per cent of the vehicles officially classified as vans and light trucks in America are bought solely for personal

Kevin Done

The US

Glamour market for Detroit

US light duty truck sales & market shares

	1987 sales (units)	Industry market share	1987 sales (units)	Industry market share	1st 5 months (units)	Industry market share
Ford	1,226,965	24.7%	1,398,969	30.0%	631,472	30.4%
Chevrolet	1,049,576	20.7%	1,173,675	25.1%	539,511	26.5%
Chrysler	701,125	15.4%	596,159	12.8%	334,343	14.5%
GM	511,217	9.8%	506,580	6.6%	149,060	7.2%
Jeep	208,440	4.5%	207,514	4.4%	101,362	4.8%
Domestic total	3,782,104	62.2%	3,682,897	78.9%	1,780,012	65.6%
Imports	886,057	15.9%	940,262	20.1%	298,068	14.3%
Industry total	4,668,837	100.0%	4,623,159	100.0%	2,078,080	100.0%

Source: Auto News

rather than business, use. The reason is that all of the fastest-growing categories of vehicles in the US light truck market - compact vans, sports utility vehicles and small pick-ups - are cars in all but name, at least so far as the customer is concerned.

Thus the light passenger van market which was created virtually from scratch five years ago by Chrysler with its revolutionary Dodge Caravan and Ply-

mouth Caravelle.

The tariff on cars is only 4 per cent.

In the last two years the truck

protection has become much

more effective as Japanese manu-

facturers have found it impossi-

ble to cope with the high tariff on

top of a 25 per cent tariff and still

match US prices.

The good reason for American success in this business has been the nature of the US products. The trucks made by US manufac-

turers never suffered from the

image and quality problems of US

passenger cars.

Even more importantly, importers have been unable to come up with models which match the features of the US

vans, SUVs and pickups. Partly

because of the absence of a significant world market for luxury

passenger "trucks."

The Japanese did make big

inroads initially into the compact

pick-up and small SUV market,

but these markets have proved

less lucrative and dynamic than

the mini-van and luxury SUV

businesses.

Over the next few years several

new products will be announced

to put US companies further into

the lead in small truck manufac-

turing. GM should unveil a new

front-wheel drive passenger van

next year, while Ford is working

on a van joint venture with Ni-

ssan for the early 1990s.

Meanwhile, Chrysler has just

begun exporting its Voyagers and

Caravans to Europe.

Among the European manufac-

turers only Renault, with its

Espace model, has a product

catering to the same consumer

demands.

If, for once, European car buy-

ers decided to follow trends in

America and not vice versa, that

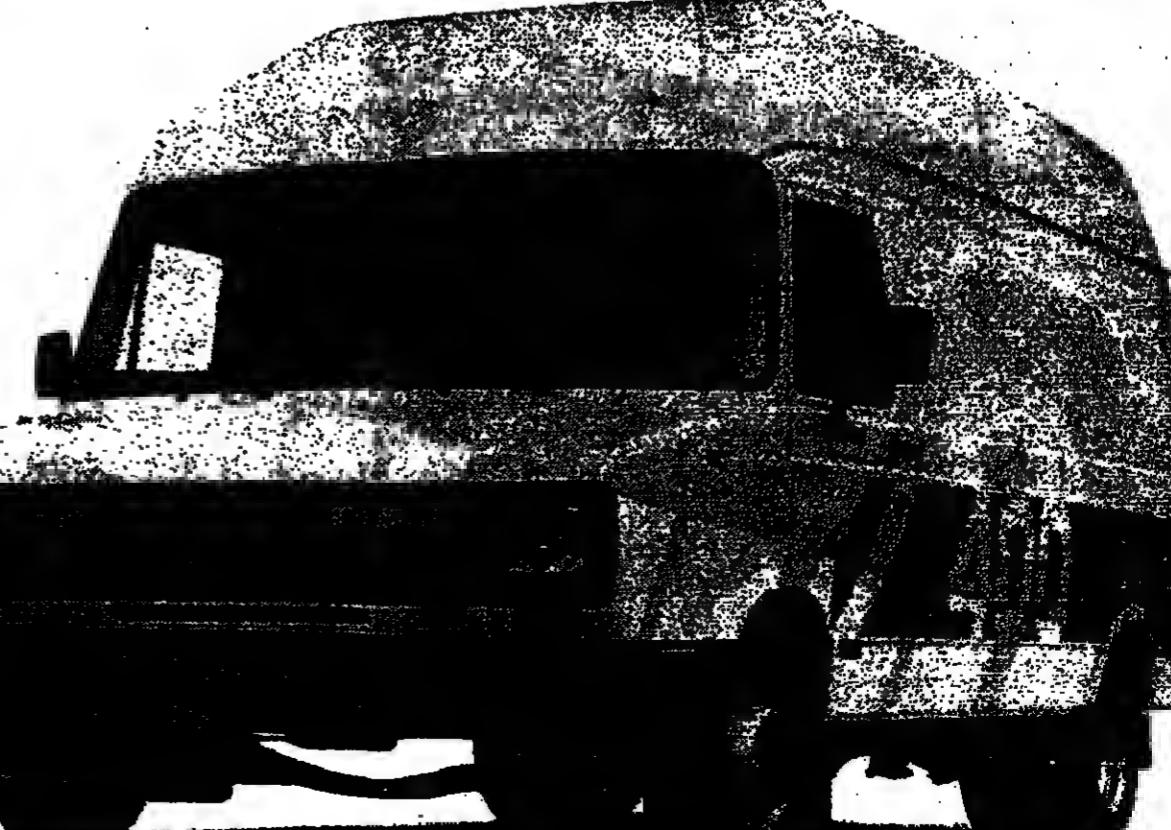
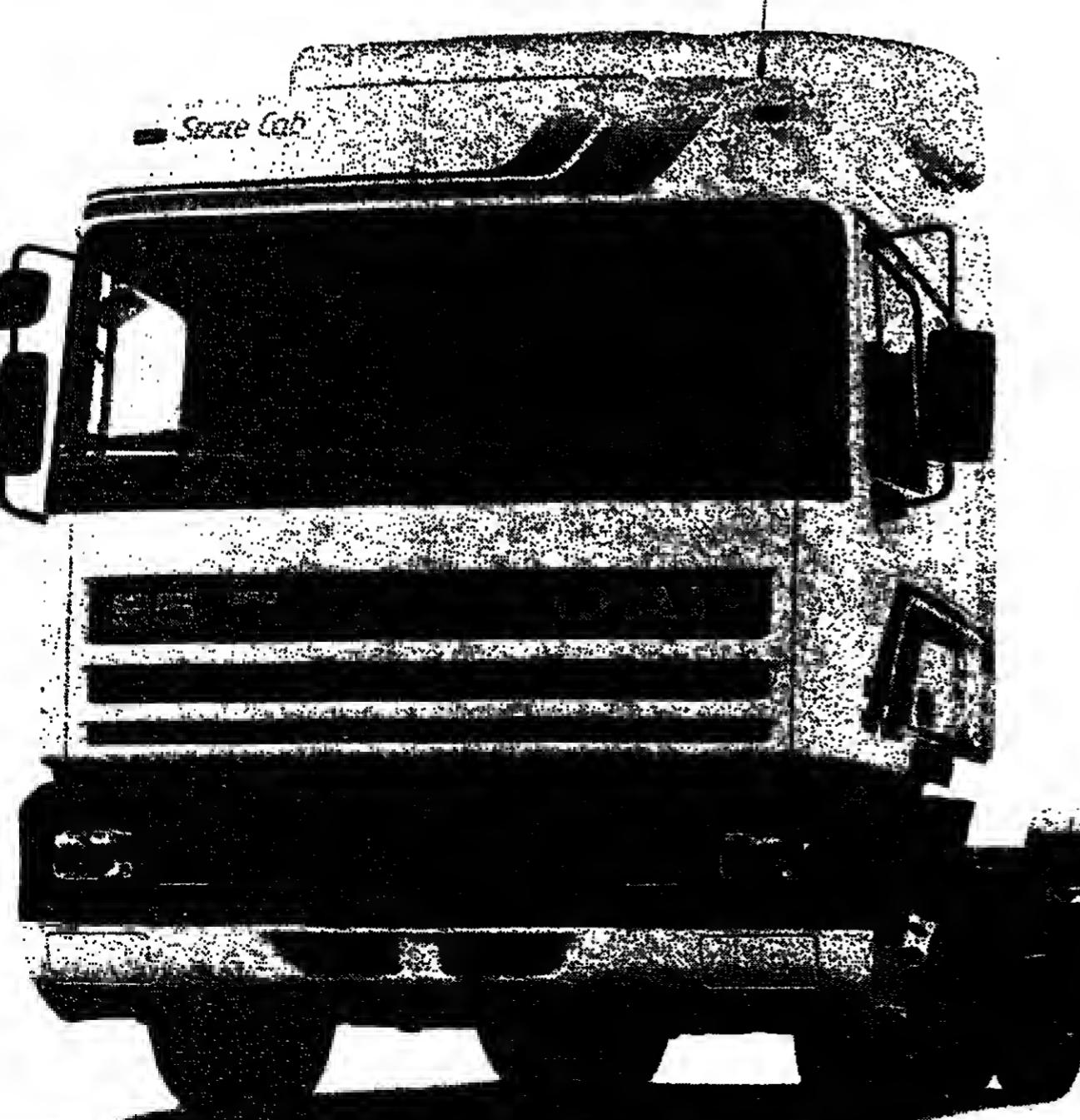
is an oversight that the European

car industry might one day have

cause to regret.

Anatole Kalensky

DAF, FIFTH LARGEST TRUCK MAKER IN EUROPE - FIRST IN CREATIVITY, FLEXIBILITY AND QUALITY.



DAF Trucks

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DAF BV was created in April 1987 by the merger of DAF Trucks of Holland and Leyland Trucks and Freight Rover of the United Kingdom. Producing 50,000 commercial vehicles annually and with annual sales of more than £ 1.25 billion, DAF is a significant force in the world commercial vehicle industry.

VANS AND LIGHT TRUCKS 3

New competitors are offering even more vehicles in a booming market, says Kevin Done

UK home sales racing to a record level

UK PRODUCERS of light commercial vehicles are surging on a sales boom, which is expected to push domestic sales to a record level this year, while at the same time new opportunities are opening in export markets in the rest of Europe.

Some 24 manufacturers offer more than 350 models of car-derived vans, micros, one-tonne pick-ups, panel vans and chassis cabs in the UK light commercial vehicle market (up to 3.5 tonnes gross vehicle weight) and new competitors are still arriving.

The latest newcomer is Seat, the Spanish subsidiary of Volkswagen of West Germany, which is entering the car-derived van sector with the introduction of its Tarras high top box van based on the Marbella car.

Competition is becoming more fierce, but the UK-based producers are showing evidence of a newly-won strength and confidence.

Freight Rover, the Birmingham-based van manufacturing subsidiary of DAF of the Netherlands and former part of Rover Group, is increasing production by more than 20 per cent during the second half of the year and is bumping up hard against its single-shift capacity.

IBC Vehicles, the General Motors/Isuzu joint venture formed last year to save GM's Bedford panel van plant at Luton, has increased its workforce by nearly a half and is seeking to almost double production through the introduction of a second shift with most of the increased output aimed at export markets in Western Europe.

Ford, the overwhelming UK market leader, achieved its highest-ever sales last year for its Fiesta, Escort and Transit vans.

The success of the new Transit, launched in January 1986, was sufficient to establish it as the best-selling medium commercial vehicle in Europe and knocked the ageing Volkswagen rival, the Type 2, off its perch at the top of the European production league (for light commercials from 2.01 to 3.5 tonnes gross vehicle weight - GVW).

The Transit van beat its own previous UK sales record - set in 1980 - by almost 8,000 units last year and captured 44.7 per cent of its home market. Production of the Transit range at Ford's Southampton plant jumped by 31

The UK-based producers are showing evidence of a newly-won strength and confidence

push total commercial vehicle registrations to a record 312,730 units, an increase of 7.4 per cent from 1986 and sufficient to beat the previous record of 300,565 units set in 1979.

Light commercials account for 75 per cent of all commercial vehicles sold in the UK, even though they tend to be overshadowed by the heavy truck sector.

The surge in sales last year, which produced a jump of 10.1 per cent in registrations in the 1.8-3.5-tonnes panel van-dominated sector to 123,920 units and of 4.6 per cent in the up to 1.8-tonnes car-derived and micro van sector to 103,783 units, has been sustained so far this year.

In the first five months UK registrations in the 1.8-3.5 tonnes sector rose by 9.6 per cent com-

pared to 70,385 vans and buses from 58,000 units in 1986.

In February the record-breaking run was threatened, as all Ford's UK plants were shut by a two-week strike, which also closed Ford's Transit assembly line at Genk in Belgium. The Belgian-built Transits are supplied with 2.5 litre direct injection diesel engines from Dagenham in the UK.

The rapid conclusion to the strike means that Ford's total output for the year is unlikely to be dramatically affected, however.

The popularity of the Transit in the UK gives Ford an enviable base from which to attack the rest of the European market. Last year it claimed no less than 64.1 per cent of the UK fleet market for medium commercial vehicles, an increase of 9.4 percentage points.

The medium commercial sector as a whole increased by 16.7 per cent last year, but Ford clearly outpaced the general surge in the market with a 37 per cent rise in sales volume.

Overall last year it was the booming demand for light commercial vehicles, which helped

Freight Rover, which has been working at a maximum single-shift capacity of about 21,500 vehicles a year in the early part of 1988, but it is seeking to increase annual capacity to about 24,000 units through the removal of bottlenecks in the body and paint shops and a small increase in the workforce.

A five per cent productivity deal with the workforce com-

bined with overtime has helped to increase output temporarily to 550 vehicles a week, but for the second half of the year production is expected to level off at about 500 units a week compared with a weekly output of 435 vehicles at the beginning of the year.

Sales in the UK in the first five months of 1988 have been flat, but Freight Rover supplies were

constrained during the spring by the five-week strike at Land Rover, which provides an important part of its engines and transmissions.

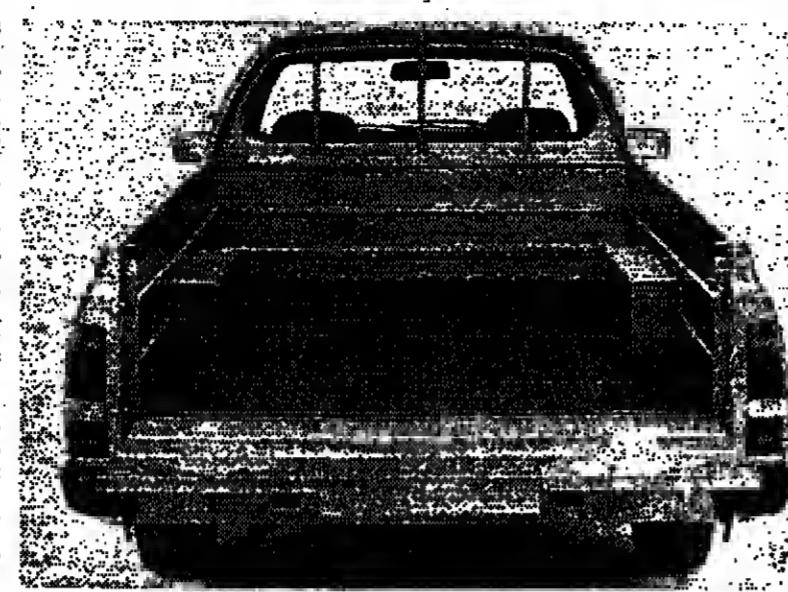
Freight Rover is still pursuing negotiations with a number of different companies in the search for a partner to collaborate on the £100-125m development of a new van to replace its 17-year-old Sherpa range in the early 1990s.

Freight Rover has indicated that it could move to double-shift working with an increase in output to as many as 40,000 units a year with the introduction of a new model.

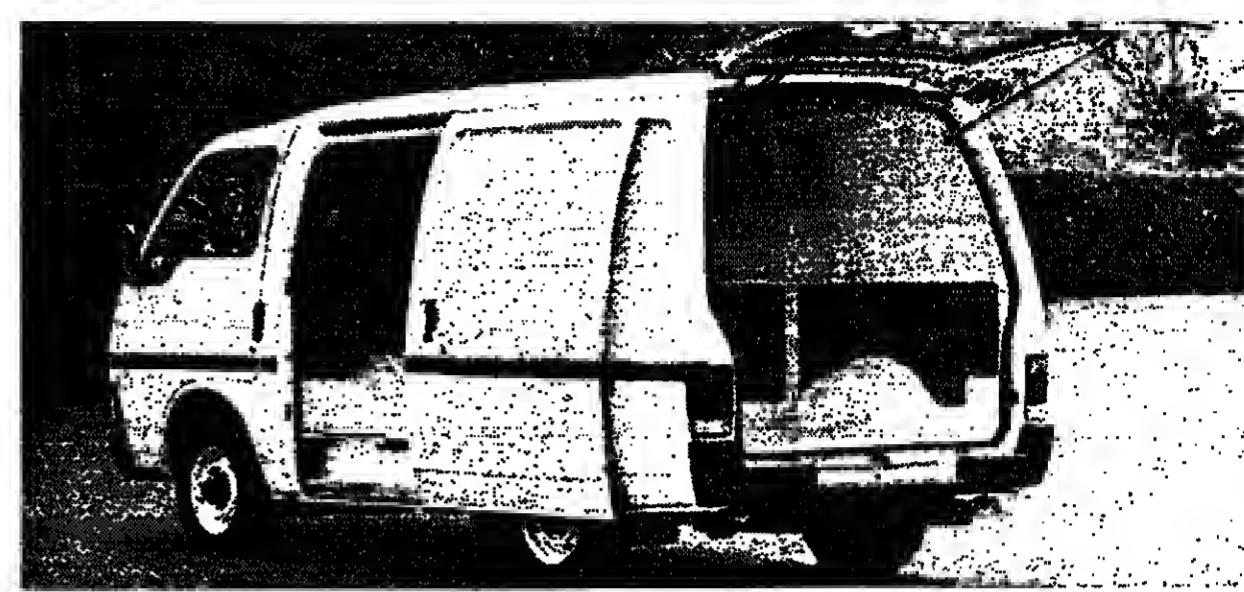
To date it is still unclear, however, whether collaboration would mean joint design and development, the supply of major components such as engines and

transmissions, or joint marketing and distribution.

DAF had appeared earlier to rule out collaboration with a Japanese group, but recent tie-ups between Volkswagen and Toyota and Daimler-Benz and Mitsubishi could open the way for such a move, if the search for a European partner fails to produce results.



Above: Ford's P100 pick-up, produced in Portugal from mainly UK-sourced components; and (right) the Bedford Midi van, now built by IBC Vehicles



Japan: adjusting to life with a strong yen



Subaru's 400 four-wheel drive van

Sales to crucial US market droop

JAPAN'S domestic market for small trucks and vans is buoyant. Sales to Europe are also going well. But sales of Japanese trucks and vans to the crucial US market are drooping badly.

The Japanese motor industry has adjusted remarkably well to life with the strong yen by cutting costs, increasing production outside Japan and keeping its export prices stable. But Japanese trucks and vans are not part of this happy picture at the moment.

Isuzu, for example, saw sales of light trucks to the US drop by 27 per cent last year to 78,000 units and expects a further decline this year. At the same time, sales to Europe increased by about 6 per cent. Isuzu's domestic sales jumped by 8 per cent and are expected to grow another 15 per cent this year.

Toyota, the largest player in the market, also saw sales of pick-ups to the US drop by 26 per cent, while sales of its Hilux van declined by 38 per cent last year.

Pick-up sales to Europe increased slightly, however, while its European sales of Hi-Ace and Liteace vans declined by 7 per cent. In the meantime, domestic sales of small trucks and vans were up in the US.

Of all the major manufacturers, Nissan saw the largest declines in the US market, with sales of its light trucks dropping to 62,000 units last year from 122,000 units the year before. Not

surprisingly, Nissan decided to stop exporting pick-up trucks from Japan and is increasing production of the trucks at its US plant in Tennessee.

The Nissan is expected to cut the Tennessee plant's passenger car output from 130,000 units to about 50,000 units and increase trucks from 110,000 to 150,000.

The problem in this sector for the Japanese is mainly the steep 25 per cent tax on pick-up trucks.

This tax means that the Japanese are much more competitive on cars than trucks, explains Ben Moyer, automotive analyst for Merrill Lynch in Tokyo. "As a result, they are losing share in trucks - most producers are talking about shifting production to the US."

This shift has already had a marked impact on exports of Japanese pick-up trucks to the US this year. Sales of Japanese small-sized trucks in the US declined more than 20 per cent for the five month January-May period this year, owing to the yen's appreciation and a reduction of local production in the US, according to industry reports.

In Europe, sales of Japanese vans and light trucks are going more smoothly. Nonetheless, Toyota and Volkswagen have signed an unusual deal in which Volkswagen will produce Toyota's Hilux pick-up truck in its Hammarby plant beginning early next year with a target of 15,000 units a year from 1990.

At home, strong domestic

demand for trucks has helped Isuzu return to profit this year. The company reported operating profits of ¥3.4 bn in the first half of the business year ended April, thanks mainly to sharply-expanded sales of trucks and its own styling efforts.

This comes to an operating loss of ¥6.8 bn incurred in the same period of the preceding business year.

The company says it expects its sales of trucks in the latter half of the business year to remain at the same level as in the first half. Mr Kyoko Sawada, managing director, says that overall sales for the year should reach ¥1,000bn for the first time in history.

At the same time, there have been consolidations in the Japanese truck market. Suzuki, for example, has tied up with Isuzu, Japan's third-largest agricultural machinery manufacturer, on the sale and development of light trucks. Isuzu will start selling Suzuki's light trucks this year.

About 40 per cent of Suzuki's light truck sales are to farmers. The company hopes to take advantage of Isuzu's sales network, including 600 dealers in agricultural areas, to expand truck sales.

Also this year, Daihatsu and Kubota, Japan's top agricultural machinery maker, agreed to cooperate on truck sales to farmers.

Carlo Rapoport



The new 24-hour a day Midi. It's all about staying power.

Bedford Midis don't run out of puff. Whatever engine you choose, be it the 2-litre petrol, the 2.2 litre diesel or the 2-litre turbo diesel, they all deliver sterling stuff hour after hour and day after day.

Heavy loads, anything from 1080kg to 1195kg, pale into insignificance.

Options like limited slip differential and power steering, make the going even easier.

And because Bedford have always produced vans that work at maximum efficiency and minimum strain you can

rest assured; the Midi's tremendous get up and go won't get up and leave for many a long year.



BEDFORD MIDI

VANS AND LIGHT TRUCKS 4

France

Tax incentive aids sales

THE FRENCH van and small truck market has continued to perform strongly and steadily. It grew last year by 6.2 per cent to nearly 370,000 new registrations from about 348,000 the previous year.

Although this market increased last year less quickly than the passenger car market, which with a 10.2 per cent rise had a record year in 1987, it nonetheless has had a far more sturdy and regular truck record than the passenger car sector.

Since 1984, the market has grown steadily from 270,000 new registrations to last year's 370,000. Even during the bad years of the domestic passenger car market, vans and small trucks managed to turn in a respectable performance.

The principal reason for this steady performance has been the big tax incentives, which have helped to sustain the French market for vans and small trucks. Value Added Tax on vans and light trucks amounts to 18.7 per cent in France compared with 28 per cent for passenger cars.

The difference was even bigger before the former right-wing government lowered the VAT rate on passenger cars from 33 to 28 per cent last autumn, giving a further boost to an already buoyant passenger car market.

Renault, the French state-owned car group, has also continued to dominate the domestic market for vans.

The group, which returned to profit last year with earnings of Ffr 3.7 bn after several years of heavy losses and major restructuring, has held on to a share of more than 40 per cent of the French small truck and van market despite a growing challenge from the private Peugeot group embracing the Peugeot and Citroen car marques.

Renault's share of the French van market last year totalled 41.9 per cent after amounting to 42.8 per cent the year before. Its penetration of the domestic market in this sector totalled 44 per cent during the first five months of this year compared with 41.5 per cent in the same period last year.

Renault, which traditionally has had a strong image in France of producing small practical cars, has maintained its lead in the small truck market thanks to its Express van as well as its older Trafic and Masters trucks.

The Express remains the best-



Citroen C15 van seeking the edge over Renault

selling van in this sector with the Renault 5 Societe taking a 8.6 per cent share of the overall domestic van market last year, while the Peugeot 205 Societe had a 7.6 per cent penetration.

The private Peugeot group has sought to erode Renault's dominant position in France of the van and light truck market by making its Societe models attractive to an increasing number of ordinary passenger car buyers in France and not just to commercial and business customers.

The private Peugeot car group also continues to trail Renault in the French van market as a whole. Its overall share of the French market totalled 35.3 per cent last year by 2 per cent to 35.6 per cent from 33.3 per cent the previous year.

The group's market share in this sector has remained at the same level of 35.3 per cent of last year during the first five months of this year.

The Citroen C15 has remained one of the most popular models in this market sector with 9.4 per cent penetration during the first five months of this year compared with 8.4 per cent during the same period in 1987. For the whole of last year, the C15's penetration amounted to 8.5 per cent.

In production terms too, Renault is well in the lead over its private French rival in this sector. Renault's French light truck and van production increased last year by 2 per cent to 236,450 vans from 231,530 vans the previous year.

However, its overall van output including production outside France declined last year by 2.7 per cent to 254,596 vans from 261,635 the previous year. Renault, for example, no longer produces the old Renault 4 van in its Paris plant of Billancourt but in Spain and Yugoslavia.

For its part, the Renault group's overall European production of vans and light trucks increased by 5.4 per cent last year to 215,800 vans from 204,800 vans, or "petites voitures utilitaires" as they are called in France, the year before.

Paul Bettis

Other diesels don't take you as far as the new Perkins Prima.



Any light commercial vehicle not fitted with a Perkins Prima engine is heading towards a dead end.

Prima is the world's first truly high speed, direct injection van diesel. It delivers up to 15% better fuel economy than ordinary indirect injection diesels to power its vehicles further.

But not only that, the drive and feel experienced with a Prima is more like a car. Because thanks to its high speed (the Prima

has an rpm. of up to 4,500) this is a diesel which actually drives like a petrol engine.

And unlike typical competitors' engines, direct injection gives the Prima a 12,000 mile oil change interval, abolishing the need for the intermediate service. Not to mention reduced downtime, lower costs and far easier starting in freezing temperatures.

The Prima is part of the new range from Perkins which includes the Phaser and Eagle 800 units. While the entire Perkins

range offers a choice of diesels between 5 and 1,200bhp.

To help you decide which Prima you should be specifying in your vans, contact Perkins Prima Engines on (0733) 67474. A long distance number.

Perkins

A business of Vans Corporation **WVNTV**

West Germany

Users' needs changing

AS WEST GERMANY'S streets and highways become more crowded, so the needs of commercial vehicle users are changing in a way that could reshape the whole market.

In towns and cities, parking is an increasingly frustrating problem: more cars, and pedestrian areas are taking up space where deliveries are allowed only during certain hours. Thus short-distance transport is faced with new challenges.

"Where the competition is stiff, companies have got to see where they can save costs," says Mr Rainer Eigenstetter, an economist with Bayerische Hypo- und Wechsel-Bank (Hypo-Bank) in Munich. "In future, they will consider more closely just what their real needs are."

Thus the user will have to take into account even more seriously the space, power, size, and manoeuvrability needed from a vehicle. System-type solutions could become the norm, with greater use of electronics through on-board computers and other information systems to enable small fleets to be used more efficiently.

It is not a trend that has set the market alight yet. Sophisticated methods of communication aimed at making deliveries faster, more efficient, and thus more cost-effective have gained acceptance mainly at the heavy end of the truck market.

According to Mr Eigenstetter, the upper end of the van and light truck market is likely to stagnate in coming years, while

the lower end could expand sharply. This could benefit both domestic and foreign producers.

Users opting for a systems approach, such as supermarket chains, are likely to stick with one, probably German, vehicle supplier who can meet all their needs. But small operators in, say, the building, retail or mechanical trades, may need only one or two vehicles which could be supplied more cheaply by an outside, probably Japanese, manufacturer.

Since the 1970s, Japanese makers have carved out a sizeable share of the light commercial vehicle market in Europe. In Germany, where the car and truck market is wide open, their path has been far easier than in the rest of the EC.

The Economist Intelligence Unit reckons that Japanese models will have 15 per cent of Europe's light commercial vehicle market by 1991.

At the bottom of the market, below two tonnes, Japanese companies such as Toyota, Suzuki, Nissan and Daihatsu have also carved out small but useful shares. In this sector, the big players are Volkswagen, Fiat, Renault and Ford. Higher up, between two and four tonnes, Mitsubishi, Mazda and Isuzu are also represented.

VW is the biggest producer here, followed by Daimler-Benz and Ford. Mitsubishi has edged its way, too, into the four to six tonne sector, which is dominated by Daimler, with Fiat-Iveco and VW some way behind.

So far this year, VW has found the going rougher, while Ford and Daimler have picked up sharply. Ford-Werke of Germany's range includes a new (Belgian-built) Transit van. Daimler has also been successful with its Spanish-built MB 100 D Transporter.

At VW, which has seen a drop in new German registrations this year, the problem is partly competition, above all from the Japanese. But its Transporter is also due to be replaced in 1988. Moreover, the strength of the D-mark has tended to make life harder in export markets, though this year the currency has eased slightly in Europe.

At present, three of the major German producers have important ties with the Japanese. Ford imports its Econovan from Mazda, VW is setting up a joint venture with Toyota to make pick-up trucks at its under-utilised Hanover plant, and Daimler is talking with Mitsubishi about building a new light truck in Spain.

The trend towards cooperation will intensify, Mr Eigenstetter feels. "As development costs are high, producers have to work together more."

Thus German manufacturers can complement their ranges without going to the expense of developing new models in markets where unit sales may not be large. Production costs can also be cut, if components are shared with other models.

But while this may benefit the producers, it does not necessarily

help the German economy by adding new jobs. For cost reasons, Germany is not the automatic choice of site, as Daimler's truck activities in Spain show.

In Hanover, the VW-Toyota venture will not be on a large enough scale to employ many people. VW's Caddy pick-up is made in Yugoslavia.

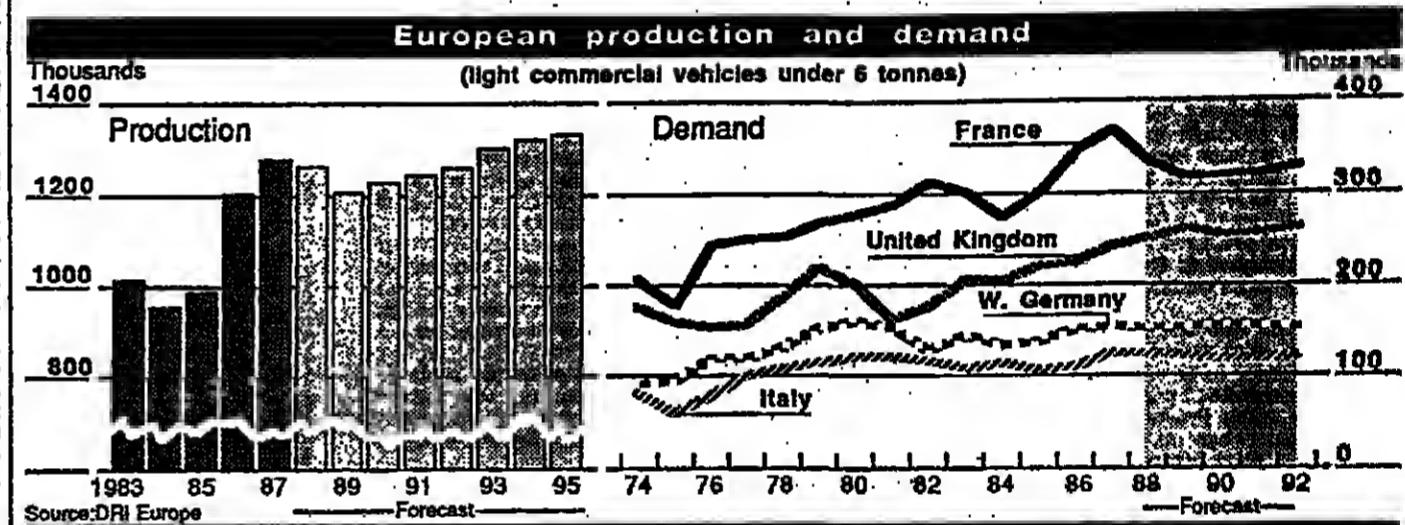
For the user, it does not much matter where the vehicle is made. Image is less important than in the car market, though private purchases of commercial vehicles have risen and a vehicle such as the Renault Express combines elegant design with functionality.

At present, the main investment push in the small truck market is coming from the retail, building, and machinery industries. In the first five months of 1988, German production was a healthy 17 per cent higher in the sector below two tonnes at 8,700 units compared with a 4 per cent drop to 45,000 in the two to four tonne range and a 16 per cent increase to 9,800 in the four to six tonne area.

These figures show how varied the market is. When the three categories are added together, however, the result is a flat performance this year for both output and exports.

Thus for the manufacturers, the challenge is to pitch their products as accurately as possible at a customer base whose needs are evolving and whose fortunes are fluctuating.

Andrew Fisher



Spain

Turnround brings profits

IT HAS TAKEN Nissan eight years to turn round the troubled Barcelona-based van manufacturer Motor Iberica, and although it took its time, Nissan has brought about the changeover with a good deal of style.

Finally out of the tunnel, Nissan Moto Iberica SA is glowing, panoramic views ahead of it.

Mr Juan Echevarria, the company chairman, told shareholders that 1987 was the "culmination of a transformation process that had begun in 1981."

The latter year was when the Japanese group, having acquired a 56 per cent stake in Motor Iberica from Massey Ferguson, took a considered long-term bet on the recovery of the domestic market and on the chances of Spain's entry into the European Community and pitched all its managerial know-how into the Spanish company.

Nissan showed foresight and now is recovering handsomely. Mr Echevarria likes to say that the only error he had been one of prudence. He had predicted that 1987 would be a turnaround year but he was way off the mark when he spoke in terms of a Pta 400m net profit.

In the event Nissan in Spain was Pta 2,300m in the black last year.

The impressive 1987 results came on the heels of Pta 8.5bn losses the previous year which were down by 21 per cent on the 1985 shortfall of Pta 10.7bn. The turnaround was convincingly endorsed in the first quarter of this year when Nissan announced profits of Pta 2.2bn, a 421 per cent increase on the performance during the same period last year.

Mr Echevarria has told shareholders that he expects to pay out a dividend early in 1989 - which will be outside the company's determined executives who spoke in terms of a Pta 400m net profit two years ago.

Nissan's triumph in Spain has to do with having the right products, rationalising the labour input and conducting a fearless investment programme. But it also reflects the particularly strong across-the-board recovery of the Spanish domestic market which has injected considerable buoyancy into the van and truck sectors.

The Spanish vehicle manufacturers association reported that in the first quarter of this year van and light truck production was up 62 per cent on January-March last year and that domestic sales had increased by 29.7 per cent in this year's first quarter, 6,105 vans were exported, a 198

per cent jump on the same period last year.

Mercedes-Benz Espana, the subsidiary of Daimler-Benz, was following Nissan's path, though at a less spectacular pace, with an end last year to six consecutive years of losses and a strongly-improved pattern from the beginning of the present year.

The subsidiary of the West German group is in the midst of a Pta 1.1bn investment programme directed almost exclusively towards the modernisation of its heavy truck line and a scaling down of all its other products. It is developing a new cab with DAF of the Netherlands and it acquired Seddon Atkinson from International Harvester three years ago.

Nissan, with the strongest results in the sector - 40 per cent of the domestic van market against 18 of Mercedes-Benz, its nearest rival, and a 6,000 labour force 500 less than two years ago - is set to spend some Pta 5bn this year in improving its output still further.

A third of this year's investment has been allocated to R and D and the company is considering setting up a new research plant in the technology park of Valles, outside Barcelona.

What is particularly interesting about the Japanese company's sure-footed progress in Spain is the manner in which, at every stage, it has backed its instinctive belief in the project with hard cash.

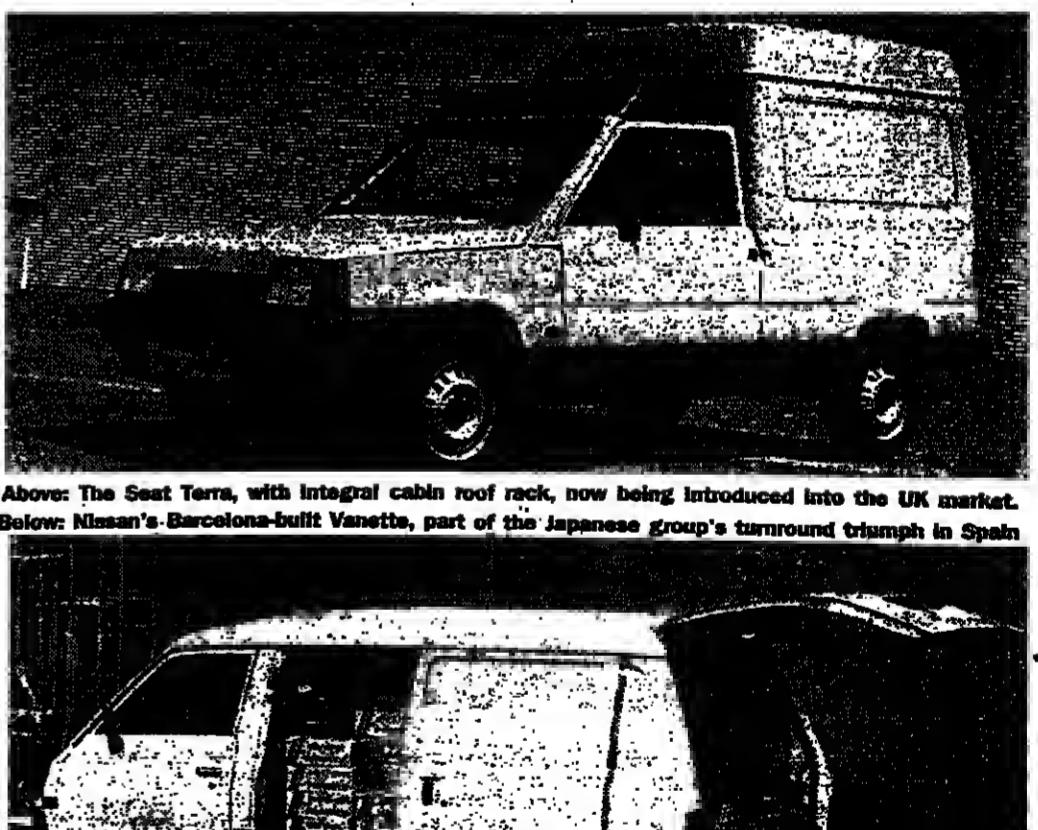
Over the years some Pta 65bn have been invested to revamp the old Motor Iberica and the breakdown reveals that some 40 per cent went to acquired assets, 11 per cent to R and D, 24 per cent on restructuring and 15 per cent on financial investments.

Mr Echevarria said at the beginning of this year that the company had wiped out its debts, which stood at Pta 4.5bn at the end of 1986, and that it hoped to do as much with the Pta 1.6bn accumulated losses by the end of the present year.

Nissan's upbeat prospects in Spain have enabled the Japanese company to begin to look beyond its Vanettes, trade vans and its standard Patrol four-wheel drive vehicles.

It now plans to manufacture forklift trucks at a plant Motor Iberica owns near Pamplona and has established the Barcelona factory for European production of the vehicle. It plans to manufacture worldwide with Ford.

Tom Burns



Above: The Seat Terra, with integral cabin roof rack, now being introduced into the UK market. Below: Nissan's-Barcelona-built Vanette, part of the Japanese group's turnaround triumph in Spain

Perkins

VANS AND LIGHT TRUCKS 5

DEALERS in light commercial vehicles in Italy are wearing broad smiles at the moment as deliveries are pushed up to still higher record levels by the continuing strength in the economy. Last year's total sales were 27.8 per cent up on 1986 and in the first four months of this year the rate has moderated only slightly to 20 per cent.

This can be taken as a fairly accurate reading of the health of small and medium-sized Italian businesses. In both commerce, construction and manufacturing, would-be purchasers are being presented with a broader than ever range of vehicles to choose from and are being served by an increasingly specialised sales force.

But according to the main manufacturers, the strength of demand also reflects non-commercial consumer tastes. Fiat says that up to a quarter of its top-selling Ducato range of vans is in the form of chassis for campers which are steadily replacing canvas as the medium for

outdoors, self-catering holidays.

The proportion sold for this use was only about 6 per cent three years ago.

In addition, purchasers of the smallest light vans, such as the Fiat Fiorino, Ford Escort van and Renault Express are also buying with private use in mind, which means that the designs must offer levels of comfort and performance comparable to equivalent saloon cars.

In terms of overall sales, there are no spectacular changes in market shares, although domestic manufacturers, principally Fiat and its Ivecio subsidiary, had to give some ground last year, partly because of the overall strength of demand.

Deliveries of Italian marques

rose by 11.1 per cent to 70,876 to take 57 per cent of the market against 50.4 per cent the year before.

The biggest beneficiary among the importers was Ford, which has held the number one import position since 1971. Thanks to very strong demand for the Transit, which took 16.5 per cent of the 3.5 tonne market, and which was the top selling model in this sector until Fiat introduced the Ducato in 1981, Ford boosted its sales by 49 per cent to 15,933 to take 12.9 per cent of the overall market.

Fiat were not far behind, pushing their sale up by 44 per cent to 13,280 to take 10.7 per cent of the market. Volkswagen gave year to 22,545 from 18,812 the

ground slightly and GM-Opel sales rose only modestly.

Fiat and Ivecio have fought back in the first four months of this year, raising the group's market share to 52.7 per cent and both Ford and Renault have seen their shares slip slightly.

Fiat says that demand for its Ducato is now hitting against production limits at its plant at Sival in the Abruzzo's Val di Sangro, where half the production of 500 units a day is divided with Peugeot-Citroen-Talbot which exports its share. An expansion of capacity is now being considered.

Renault were not far behind, pushing their sale up by 44 per cent to 13,280 to take 10.7 per cent of the market. Volkswagen gave year to 22,545 from 18,812 the

year before to take 51.6 per cent of the market share this year.

Fiat car. Registrations of the main Ducato model, the 10/14, rose last

year to take 51.6 per cent of the market. The company expects to slightly improve the model's mar-

Overall, more than 44 per cent of Ducato production is exported to West Germany, the UK, France, Holland and Switzerland which

were the destinations for more than 30,000 vehicles last year.

At the same time, sales last year of the longer wheelbase Ducato Maxi climbed from 4,465 in 1986 to 6,075 to give it 18.4 per cent of a market dominated by the Ivecio Daily which took 47 per cent by selling 15,740 units, more than 2,200 up on 1986.

The overall strength of the Fiat group's sales this year is expected to be helped by the relaunched Fiorino which was presented in April. After seven years on the market, the original Fiorino was beginning to look tired and its market share had fallen from a peak 60 per cent of light van sales in 1984 to 42 per cent last year.

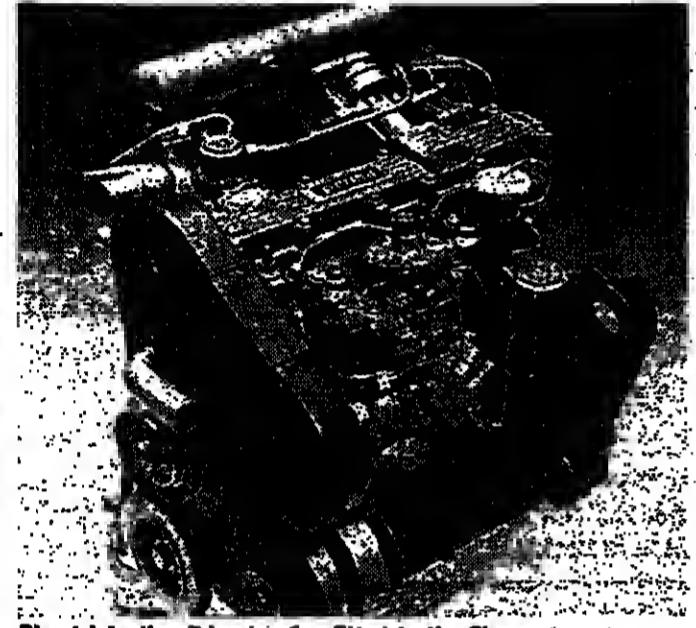
In the same period, the Ford Escort van raised its hold from 1.6 to 3.8 per cent. The Renault Express, meanwhile, has been running away with this sector, taking 14 per cent of sales in its launch year, 1986, rising to almost 25 per cent last year.

All the main distributors are placing increasing emphasis on training their sales forces, given the increasingly specialised nature of the adaptations of their products. But they are not encouraging them to discount prices, there being very little need given the strength of market demand.

With up to 50 per cent of sales in the 3.5 tonne sector now going to fleet buyers of more than about five units, there is growing competition to provide sophisticated financing arrangements including both leasing and buy back arrangements.

John Wyles

Buyers demand long-life reliability



Direct Injection Prima engine fitted to the Sharpie

An all-makes bonanza

THE PETROL ENGINE is now a rarity in commercial vehicles with an all-up (gross) weight of more than 3.5 tonnes. In the UK market, Mercedes-Benz is the only manufacturer to offer one. Its 410, rated at 4.6 tonnes and introduced last year.

Ironically perhaps, Mercedes has been one of the prime motivators of the move from petrol to diesel power in light commercial vehicles or cars. Interestingly, the same £1,302 diesel premium is held for the heaviest 3.5 tonne Transit models as well, but as a percentage it is far less, about 12 per cent, on a 130 van.

In contrast, the relative pricing of petrol and diesel models in the rival Sharpie range, made by the Freight Rover division of Leyland-DAF, is structured somewhat differently, though it must be pointed out that the light 200-series and heavy 300-series Sharpies take different diesel engines respectively, the direct-injection Perkins 2 litre Prima and an older heavy, less fuel-efficient 2.5 litre Land Rover (indirect injection) unit.

Freight Rover's list prices are about 17 per cent higher when diesel power is specified on the 200 and 12 per cent in the case of the wider-bodied 300.

You can expect to pay between 10 and 15 per cent more for the diesel option in the smallest car-derived vans such as the Ford Fiesta, VW Golf and Austin Metro.

The fuel savings achievable with a diesel recoup the additional outlay. The answer will depend on the mileage covered per year. The higher the mileage the sooner the pay back in fuel bills.

As an example, a one-tonne payload diesel van returning 30mpg, in contrast to 25mpg from a petrol-engined counterpart, would at today's fuel prices justify the choice after about 37,000 miles.

For a busy van used on long-distance deliveries, the cost would be recovered in less than a year. On stop-start working around town, total mileage is less but the diesel's economy advantage in percentage terms is greater under such conditions so that the extra initial outlay can often be equally justified.

Proof that the extra cost of diesel power is thought worthwhile by an increasing number of buyers comes in comparative petrol and diesel vehicle registration statistics.

In the 2.5 to 3.5 tonne sector, covering roughly the Ford Transit range weight span, diesel sales this year are running about 7 per cent higher than in 1987. The first few months of the year saw diesels take just over 45 per cent of the sector.

Many manufacturers forecast that the figure will move above 50 per cent by the end of the year.

As long as the diesel remains perceptibly noisier than the petrol engine, albeit mainly on tick-over, and diesel fuel remains smelly (deodorising additives are under active development) there will be resistance other than on cost grounds to its adoption in light commercials as well as in cars.

But as technology advances, particularly in the field of direct-injection combustion chambers, some indirect-injection predecessors are being overtaken.

Demand for diesel Transits has soared, enabling the company to

Italian purchasers are being offered a better than ever choice, says John Wyles

Deliveries advance to record levels



Fiat's top-selling Ducato - a quarter are being sold to campers

year before to take 51.6 per cent of the market share this year.

Fiat car. Registrations of the main

Ducato model, the 10/14, rose last

year to take 51.6 per cent of the market. The company expects to slightly improve the model's mar-

CHOOSE THE RATE THAT ALLOWS YOUR BUSINESS TO GROW

Buy and register a new Fiesta van, Escort Combi, or Escort van before September 15th and choose how you pay: 20% deposit (9.5% APR), 33 1/3% deposit (7.1% APR), or 50% deposit (4.8% APR).

If you're thinking of buying a Ford light van there's never been a better time because between June 1st - September 15th you've got the chance to take advantage of Ford Credit's Low Rate Finance plans.

There are three finance plans to choose from.

Firstly, you can put down a minimum

deposit of 20% in which case the interest rate is 4.9% (APR 9.5%). Secondly, you can deposit a minimum of 33.3% in which case the interest rate is 3.7% (APR 7.1%). Or thirdly, you can deposit 50% or over, in which case the interest rate is 2.5% (APR 4.8%). Pick the plan that suits you best. Your deposit can either be in the form of cash, or a trade-in

or a combination of both. And you have 36 months to pay.

To see just how advantageous this scheme could be, study the examples below. Remember this offer ends September 15th, so contact your Ford dealer today.

For details of your nearest Ford dealer call Teledata on 01-200 0200 anytime.



ESCORT VAN & ESCORT COMBI	1.3 POPULAR 35 VAN	1.3 POPULAR 35 VAN	1.6 DIESEL 35 VAN	1.3 POPULAR COMBI
9.5% APR				
Initial Payment (minimum 20%)	£6,219.00	£6,787.00	£7,666.00	£6,215.00
36 Monthly Payments of (Starting 1 month after contract)	£1,243.80	£1,357.40	£1,533.20	£1,243.00
Charge for credit	£158.52	£172.99	£195.40	£158.41
Total Credit Price	£731.52	£798.04	£981.60	£730.76
7.1% APR				
Initial Payment (minimum 33.3%)	£2,073.00	£2,262.33	£2,555.33	£2,071.67
36 Monthly Payments of (Starting 1 month after contract)	£127.95	£139.64	£157.72	£127.87
Charge for credit	£460.20	£502.37	£567.25	£459.99
Total Credit Price	£6,679.20	£7,289.37	£8,233.25	£6,674.99
4.8% APR				
Initial Payment (minimum 50%)	£3,109.50	£3,393.50	£3,833.00	£3,107.50
36 Monthly Payments of (Starting 1 month after contract)	£92.85	£101.33	£114.46	£92.79
Charge for credit	£233.10	£254.38	£287.56	£232.94
Total Credit Price	£6,452.10	£7,041.38	£7,953.56	£6,447.94



FIESTA VAN	950 POPULAR 35 VAN	1.1 POPULAR 35 VAN	1.6 DIESEL 35 VAN	
9.5% APR				
Initial Payment (minimum 20%)	£4,990.00	£5,285.00	£5,742.00	£6,339.00
36 Monthly Payments of (Starting 1 month after contract)	£1,098.00	£1,057.00	£1,148.40	£1,267.80
Charge for credit	£127.19	£134.71	£146.36	£161.57
Total Credit Price	£5,868.84	£6,215.56	£6,753.36	£7,453.32
7.1% APR				
Initial Payment (minimum 33.3%)	£1,663.33	£1,761.67	£1,914.00	£2,113.00
36 Monthly Payments of (Starting 1 month after contract)	£102.66	£108.73	£118.14	£130.42
Charge for credit	£369.09	£390.95	£425.04	£469.12
Total Credit Price	£5,359.09	£5,675.93	£6,167.04	£6,808.12
4.8% APR				
Initial Payment (minimum 50%)	£2,495.00	£2,642.50	£2,871.00	£3,169.50
36 Monthly Payments of (Starting 1 month after contract)	£74.50	£78.91	£85.73	£94.64
Charge for credit	£187.00	£198.26	£215.28	£237.54
Total Credit Price	£5,177.00	£5,483.26	£5,957.28	£6,576.54

The above Low Rate Finance Plans are subject to credit approval and apply to Fiesta van, Escort Combi and Escort vans registered between June 1st and September 15th 1988 and are subject to Conditional Sale Agreements arranged by participating Ford dealers and underwritten by Ford Motor Credit Company Limited, Regent House, Hubert Road, Brentwood, Essex CM14 4QL. Applicants must be over 18 years of age and credit worthy. Please note various factory fitted options and Ford's optional warranties (Extra Cover or Extra Cover Plus) are available at extra cost. Maximum retail price as at May 16th 1988 including delivery. Delivery is to Dealer premises with exception of Channel Islands and Isle of Wight when a further charge will be made.

And there's more. The FORD CONTRACT MOTORING scheme now enables business users to lease Ford Fiesta vans, Escort vans, and Escort Combi at rates which have been specially reduced until September 15th. Ford Contract Motoring is Ford Credit's own contract hire programme.

FORD VANS



Alan Bunting

VANS AND LIGHT TRUCKS 6

Ergonomic advances are vital to efficiency, says Alan Bunting

HOWEVER economical a van might be to operate with excellent reliability, weight-carrying ability, storage facilities and long service intervals, there are other practical (and vital) considerations which can effectively remove the vehicle from a potential buyer's short list.

A key factor is the extent to which the van or light truck can be used easily by the person whose workplace it becomes - the driver.

A commercial vehicle driver's job is already onerous enough, having to meet tight delivery schedules on ever more congested roads, with yellow line parking restrictions more often than not making minor skirmishes with the law unavoidable.

He or she is entitled to expect a vehicle which keeps additional hassles to an absolute minimum.

A comfortable driving position with light, easily-reached controls and switches, clear unambiguous instrumentation and warning lights are basic requirements which all manufacturers aspire to provide, and most do.

Employed, as opposed to self-employed drivers - those who never have to think about fuel bills - inevitably prefer a petrol to a diesel engine because of its smoother, quieter and more lively performance. But the durability as well as the economy benefits of the diesel result in drivers having little choice but to adapt their driving technique to the more sluggish diesel.

For the driver, some compensation for loss of acceleration suffered when diesel power is specified has come with other engineering advances. Today's engines are inherently quieter than their predecessors; cabs in any case are better insulated against engine and other mechanical noise and vibration.

Even a van like the Volkswagen LT, with its engine located below the seats, is surprisingly quiet in diesel as well as in petrol form.

The latest LT's six-cylinder 2.4 litre diesel, in any case, scores on smoothness over its main rivals, all of them having only four cylinders.

Ford and Fiat-Iveco were the first to fit direct-injection (di) diesels (in which the fuel is "squirted" straight into the main combustion space above the piston) for capacities as small as 2.5 litres.

Fiat added a turbocharger at the same time, which helped suppress noise as well as boosting brake horsepower. The new di diesels are inherently noisy on tickover and when accelerating hard, but at speed they are acceptably unobtrusive.



Convenient side loading with a Bedford Rascal

Easier life for drivers

Getting in and out of any truck or van involves agility and sometimes contortions. The ease with which it is possible to get to and from the driving seat is a major consideration for the man, and increasingly the woman, making 30 or 40 drops a day.

Milk or baker's delivery rounds are perhaps the ultimate examples. Vans with a cab entry step behind the front wheel arch invariably score over those with a forward entry. This goes some way to explain the continuing popularity of the Ford Transit range.

Although the Transit was com-

pletely restyled three years ago, the original cab configuration relative to the front axle was retained.

Other vans and chassis with rear-wheel arch entry include the Freight Rover Sherpa, Mercedes-Benz Bremen models, Renault's Trafic and Master, and the "triple-cloned" Sevel-built front-wheel drive Fiat Talbot and Citroen models. With all of them it is possible to step inside with out household support.

In contrast, VW cabs - both the LT and the lighter rear-engined 1-tonner - and the latter's Japanese-designed rivals from Bed-

ford, Toyota, Nissan and Mitsubishi, are of forward-control (essentially flat-fronted) layout, with the engine between or below the seats. Restricted space available ahead of the wheel arch allows room for a small "one foot only" step.

Vertically above the step the backward slope of the windscreen pillar forces the driver off-balance as he leans to the left, so that use of a grab handle - or the steering wheel, acting as one - becomes unavoidable.

Small vans with steeply-raked screens and low door openings, such as the Toyota Lite Ace and Nissan Vanette, call for greater than average contortions, especially for tall drivers.

Of course, it can be argued that a van-derived half-tonne payload van such as a Ford Escort or Bedford Astra scores even lower marks for the driver making multiple deliveries.

As any osteopath, or any motorist who has suffered back trouble, will testify, the twisting of the spine and simultaneous bending at the waist and knees which getting in or out of an average car involves, are ergonomically hazardous.

For most drivers of delivery vans, getting into the loadspace, with often barely 4ft of headroom, is best avoided. It is preferable to stand outside the rear doors and reach into the interior.

A car-derived van with handbrake and gear lever between the seats is also highly impractical for in-town deliveries where the driver needs to get out on the kerb side.

Japanese makers, realising the shortcomings of a low-bonneted "car shaped" van for multi-drop deliveries, developed in the mid-1970s a totally-different shaped vehicle of similar weight capacity.

The so-called micro vans and pick-ups made by Honda, Daihatsu, Subaru and Suzuki (the last named built under licence in the UK as the Bedford Rascal) are tall and narrow but with easy step-in access.

Because the cab floor and step are relatively close to the ground, the disadvantages of a forward-entry layout mentioned earlier are of minor consequence. All the micros have tiny, under 1 litre engines which can be accommodated below the floor without seriously encroaching on cab or loadspace. But they lack the performance of a typical car-derived van with a power unit twice the size.

Which is why many drivers in Britain at least, regard micros with a degree of scorn, a feeling reinforced by their rather fragile appearance.

IT HAS TAKEN less than two years for the Ford Transit, relaunched with an entirely new shape in 1985, to establish dominance of Western Europe's large and booming market for medium-sized panel vans.

Ford produced 130,265 of the "new" Transits last year, relegating Volkswagen's Type-2 range, better known as the Transporter, to second place in the European production league at 114,365 units.

The runner-up position is not one to which VW has been accustomed, nor one to which it is resigning itself. A replacement for the current range is expected late next year. Armed with it, Volkswagen will once again expect to challenge Ford for supremacy.

The new model is expected to feature front-wheel drive, a sloped front and other aerodynamic aids, and transverse engines.

However, even VW accepts that there is unlikely to be a return to the halcyon days of 1980, when the company built 174,245 Transporters in West Germany alone. For at that time the Japanese invasion of Western Europe's light commercials market was only just beginning, then climbed to a Japanese share of 12.1 per cent, representing some 70,000 sales, by 1986 - a level at which it now appears to have stalled.

"Appears" is a correct description - for the Ford-VW battle is also taking place against the background of continuing and major restructuring of the medium vans industry in Western Europe, in which Japanese manufacturers are increasingly involved.

One venture involves Volkswagen itself, which is launching a collaborative project with Toyota to produce one-tonne pick-ups based on Toyota's ubiquitous Hilux - starting from next year.

The impact of the project should be relatively small - 15,000 units a year are envisaged - when set against the record 621,790 sales in Western Europe last year of light commercials of between 2 and 3.5 tonnes gross vehicle weight (a rise of 10.6 per cent on 1986).

Panel vans

New Transit dominates Europe's boom market

Light commercial production in Europe (2.01-3.5 tonnes)

Model	Year 1987	% Share	Year 1986	% Share	% Change
Ford Transit	130265	21.5	105980	19.0	22.9
VW Type-2	114363	18.9	122325	21.9	-5.5
Sevel Ducato	103962	17.2	90254	16.2	15.2
Renault Trafic(1)	58741	9.7	52753	9.5	11.4
Mercedes Bremen	45808	7.8	49520	8.7	-5.6
Neveco Daily	36138	8.0	32366	5.8	11.7
VW LT	20921	3.4	19463	3.3	12.8
F-Rover Sherpa	19851	3.3	18364	3.3	8.1
Renault Master/R70	18510	3.0	16090	2.2	13.8
Ebro Tradewin	15018	2.5	12117	2.2	23.9
Peugeot J9	14174	2.3	13082	2.3	8.3
Mercedes MB90-MB180	11061	1.8	8047	1.4	37.5
Bedford Mid/CF	8261	1.4	10920	2.0	-24.3
Citroen C25	6571	1.1	5338	1.0	23.1
Erasse J4	2467	0.4	3269	0.6	-24.5
Sovam	75	0.0	59	0.0	27.1
Total	605887	100.0	557947	100.0	8.8

(1) Includes vehicles shown under car and bus production.

(2) Includes CKD units.

Source: Automotive Industry Data

Rascal, which is also sold through Mr Gerald Ronson's Sunbelt Suzuki subsidiary as the Sunbelt Super Carry.

Ford is also now selling on the Continent a one-tonne panel van produced by its Japanese affiliate, Mazda, but rebadged as the Ford Econovan.

These Euro-Japanese collaborative arrangements are likely to be followed by others, according to Mr Michael Pearce, author of

Japanese makers are increasingly involved in the continuing major restructuring of the medium vans industry

However, Daimler-Benz of West Germany has also signed an agreement under which it is to produce the Mitsubishi L300 van at one of the German company's Spanish plants, at intended volumes which have yet to be clearly indicated, with further joint development of new vehicles in the 2.4-6 tonnes GVW range being envisaged.

Nissan, meanwhile, is using its 50 per cent-owned Motor Iberica

plant in Spain to expand production of the Ebro Tradewin, of which some 15,000 units were produced last year.

In the UK, General Motors last October placed its Bedford vans business into a joint company with Isuzu, the Japanese car and commercial vehicle producer in which GM has a 40 per cent stake. The new company, IBC Vehicles, is 60 per cent owned by GM but management control rests with Isuzu.

It currently produces a one-tonne payload panel van, the Mid, based on an Isuzu design, and a Suzuki-based microvan, the

an Economist Intelligence Unit analysis of Western Europe's light commercial vehicle industry.

These, he suggests, will more than compensate for an inevitable fall in direct Japanese exports to Europe as a result of the strengthened yen. In 1991, he forecasts, direct imports will fall to about 50,000 units, or 7.7 per cent of a 2.3-6 tonnes GVW market totalling some \$50,000 units.

However, even based on currently-known plans, another 100,000 Japanese vehicles a year could be then in production in Europe itself. This would lift

total Japanese penetration of Europe's medium van market to about 15 per cent.

However, the restructuring has involved not only the Japanese. Also in the UK, where the upheavals have been greatest, including the demise last year of the CF van, DAF's former would-be Transit challenger - the former Freight Rover vans subsidiary of State-owned Rover Group is adjusting to life within Leyland DAF.

The Anglo-Dutch group was formed as the result of the UK Government's selling the assets of both Freight Rover and the Leyland Trucks division of Rover Group to Dutch truck maker DAF. The UK Government has a 40 per cent stake in Leyland DAF, but management control lies entirely with Eindhoven.

The deal was pre-dated by a marketing arrangement under which DAF has been selling Freight Rover's Sherpa vans and Leyland's Roadrunner medium trucks under DAF badges on the Continent.

Progress is now being made towards a long-needed replacement for the Sherpa, planned for about 1990 as an intended investment cost of £15m.

DAF's chairman, Mr Aart van der Faalt, has said that the new range should allow output from Freight Rover's Birmingham factory eventually to be doubled to about 40,000 units. Currently the plant is working close to its single-shift capacity of 20,000 units.

The company will, however, face ever-stiffening competition, not least from Italy, whose production of vans of between 2 and 4 tonnes GVW has more than doubled during the 1980s to about 140,000 units.

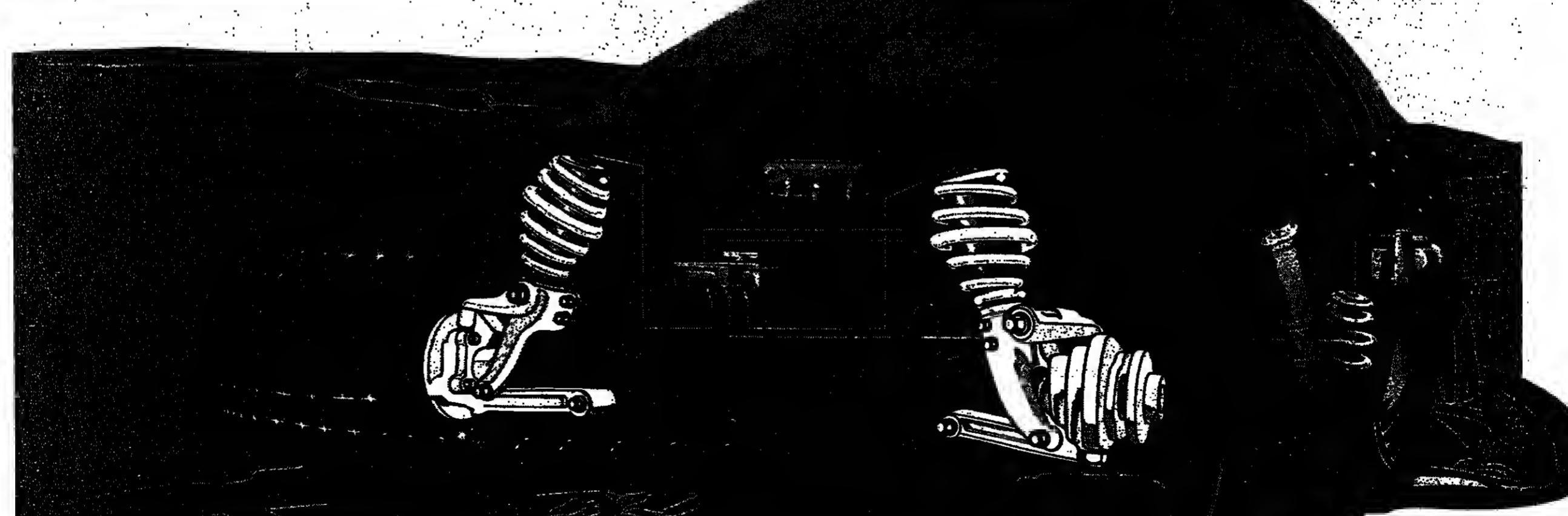
This reflects in particular Fiat Auto's joint venture company with Peugeot of France - Sevel. Its products carry no fewer than three badges: Fiat Ducato, Peugeot J9 and Citroen C25, with supplies being shared roughly equally between the partners.

Last year, every last bit of output was squeezed from Sevel, which produced just under 104,000 vans - considerably more than its theoretical 90,000 capacity.

John Griffiths

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VANS AND LIGHT TRUCKS 7

Manufacturers are still restructuring to win more sales in this highly competitive market, says John Griffiths

Trucks under pressure from panel vans

THE EUROPEAN MARKET for light trucks, those most typically in the 6-7.5 tonne sectors above which most countries require operators' licences, remains highly competitive and is still restructuring.

It is also coming under pressure from very large panel vans, of the type produced both by Daimler-Benz in West Germany and Iveco, with its Z range, in Italy.

Much of the restructuring has been taking place in the UK, which in the past few years has seen Ford place its truck operations, comprising the Cargo

range but excluding light commercials such as the Transit van and chassis cab, into a joint company with Fiat's truckmaking subsidiary to form Iveco Ford.

Meanwhile, the former UK State-owned Leyland Trucks is acclimatising itself to management control by DAF, the Dutch truckmaker, following last year's deal under which former Leyland Trucks parent Rover group has a

40 per cent stake in the joint Anglo-Dutch company DAF BV.

It required the UK Government to pump some £200m into Leyland Trucks to allow the merger, which also included the UK vanmaker Freight Rover, to go ahead.

However, it has led to Mr Aart van der Padi, DAF's chairman, being able to report this spring that the new group has been profitable from the start.

Mr van der Padi declined to give details but said that the Leyland operation, whose Bedfords and light trucks it markets throughout Europe under the DAF badge, made a positive contribution to DAF's net profits of £16m (US\$1m), which were almost double the 1986 level.

The DAF and Leyland distribution networks have also been quickly merged in the UK, Mr van der Padi said. And the effect on the formerly David-loosmaking UK company appears to have been wholly positive.

Leyland built about 12,000 trucks last year, up about 50 per cent on 1986, and expects to build more this year.

A further boost for Leyland DAF, the operating company formed in the merger, came two months ago when it was announced that DAF was transferring production of about 1,000 trucks a year from the Netherlands to the USA.



Toyota's Hiace four-wheel drive

The one slightly downbeat note was that DAF's hopes of selling 20,000 Leyland vans a year to Sabcar, the North American truckmaker which was a rival would-be purchaser of Leyland Trucks, went unfulfilled.

Mr van der Padi said earlier this year that the proposals had been "shelved." But, quite apart from the weak dollar making such an arrangement uneconomical, Paccar executives say that no formal approaches were ever put on the table.

For the moment at least, the Leyland work force which had feared nationalisation of Leyland DAF's operations at the expense of UK plants appear to have had their fears put at rest.

Leyland, however, is not the companies headquartered at

Estimated new registrations in Europe - 1980-86

Total of which	Japanese imports		%
	1980	1986	
Small vans up to 2 tonnes			
1980 355,000	20,000	5.6	
1981 400,000	30,000	7.5	
1982 395,000	40,000	10.1	
1983 465,000	45,000	9.7	
1984 440,000	50,000	11.4	
1985 565,000	65,000	11.5	
1986 650,000	65,000	10.5	
Medium vans 2.5-3.5 tonnes			
1980 520,000	25,000	4.8	
1981 500,000	35,000	7.0	
1982 495,000	35,000	7.1	
1983 505,000	40,000	7.9	
1984 495,000	60,000	12.1	
1985 535,000	65,000	12.1	
1986 580,000	70,000	12.1	

*Provisional figures

Source: Economist Intelligence Unit

Registrations in Europe

(2.01-3.5 tonnes)

	1987	1986	change
Austria	17950	15923	14.9
Belgium	17504	15232	14.5
Denmark	18880	20291	-3.4
Eire	3600	4563	-21.1
Finnland	11600	10629	9.1
France	113277	101356	11.8
Germany	128882	118915	11.1
Italy	77900	69206	12.5
Netherlands	24900	23938	4.0
Norway	11700	14418	-18.9
Spain	35800	33968	27.0
Sweden	14100	12022	17.3
Switzerland	20671	18703	10.5
UK	122328	110472	10.7
Europe	521792	552385	-6.0

Source: Economist Intelligence Unit

launch this summer.

At the time of the purchase from GM - on undisclosed terms but believed to have involved GM in substantial debt write-offs - Mr Brown assured workers that all 1,200 of them would be retained.

He has been as good as his word, and the talk now is of expanding the workforce later this year.

More restructuring is currently under way in Spain, where the Government is awaiting EC approval of investment and rationalisation plans for Enasa, the State-owned maker of Pegaso trucks and vans which it has been unsuccessful in selling off.

According to analysis by consultants DRI Europe, the indications are that restructuring will involve an end to light truck and van production - thus opening up a potential niche for Nissan-Motor Iberica to fill.

Last year Enasa signed a deal with Volkswagen and MAN of West Germany under which it has been assembling 6 to 10 tonne trucks from the joint MAN/VW LT trucks range. The trucks, which use some Spanish components, are being sold under the Pegaso badge.

Meanwhile, Daimler-Benz is talking with Mitsubishi of Japan about collaborating on the production of a light truck range, but progress seems to have been slower than expected in the light of the two companies' already-established collaboration on a van range, the MB 80, due to be launched later this year.

Car-derived vans

Strong impact by microvans

FOR THE moment at least, the West European market for small vans, primarily but not exclusively those derived from cars, is escaping serious attention from the Japanese motor industry.

With the number of light commercials they can import constrained in such major markets as the UK, France and Italy, it made sense for Japanese producers to switch their attention at a fairly early stage from the small van sector, where their presence was first felt in the 1970s, to the more profit-per-unit medium vans sector.

They have done and their representation in the small van sector is now confined almost exclusively to the "microvan" typified by the Bedford Rascal/Suzuki Super-Carry vehicles currently being built by IBC Vehicles, the former General Motors Bedford subsidiary in the

UK. Last year IBC expects to produce some 18,000 units this year.

The impact of such vehicles during the 1980s nevertheless has been considerable in that they have helped broaden the small vans sector and substantially increase its volume, particularly in European countries where there is no indigenous motor industry.

Last year's West European market for "small" vans, up to 2 tonnes gross vehicle weight - is variously estimated to have been about 650,000 units, compared with under 400,000 in the late 1970s.

And while only some of this growth is accounted for by microvans and another popular Japanese vehicle, the car-based pick-up, nevertheless Japanese vehicles had an estimated 10 per cent of the total last year.

However, this reflects the fact that in a restricted number of countries they have the lion's share of the sector, with market shares of more than 50 per cent in Denmark, the Irish Republic and Finland, and almost 50 per cent in Norway.

Nevertheless, the overall small van sector in Europe continues to be dominated by European - mainly French - producers, with little prospect of this changing.

Peugeot and Renault between them account for an estimated two-thirds of all small van production in Europe, each with about one third and with combined output approaching 450,000 units a year. Ford is a distant third, with about 12 per cent, according to estimates by the Economist Intelligence Unit.

The reasons for this peculiar French strength lie in the structure of French vehicle tax legislation and to a lesser extent that of Spain where both companies also produce small vans.

Many French motorists use small vans as a substitute for cars because they are subject to a VAT rate of "only" 18.7 per cent. Until September of last year, this compared with a VAT rate on cars of 33.8 per cent.

A subsequent lowering of the rate on cars to 28 per cent appears, however, to have done little to reduce the incentive to buy vehicles like the Renault Express (sold in the UK as the Extra), based on the RS, and the Visa-based Citroen C15.

Outside the UK, the third largest market for small vans, interest in the sector is relatively low. West Germany, Europe's largest vehicle market, is much more oriented towards medium vans, a trend being observed increasingly in Italy.

Fiat, which pioneered the car-derived van fitted with a large "box" rear compartment to handle goods of large bulk but relatively low weight, has been reducing its output in Italy of such vehicles to below 15,000 units a year and increasingly supplanting them with Brazilian-built Fiat 127-based Fiorino vans.

Overall, a virtually static mar-

ket is forecast for the sector in Western Europe between now and 1991 when, by EU estimates, about 650,000 units will be sold compared with 627,000 in 1986.

DRI Europe, in its analysis of prospects facing the world's commercial vehicle industry, foresees an actual decline in sales in France over the next few years.

Its statistics show that, last year 245,600 small vans were registered in France. It predicts a sharp drop next year, to 209,000, and then a gradual recovery, to a 240,000 market, by 1995.

West Germany produced about 75,000 small vans last year. But some interest has been aroused by negotiations which have gone on between Volkswagen and Ford, under which a "mini-van" might be jointly produced to sit beneath both companies' medium van ranges.

And, since Volkswagen acquired the Spanish car maker Seat two years ago, the question has to be asked whether Volkswagen might use the Spanish subsidiary as a base from which to launch a new small vans range in Europe. As yet, it has given no indication of such an intent but the option is certain to be under consideration.

In the UK, small van production was given a boost by Ford, where output of Fiesta and Escort-based vans reached just under 33,000 units, despite a two-week strike and other intermittent disruption at the beginning of the year.

With total small van production of about 75,000 units - apart from the UK Ford builds such vans in West Germany and Spain - Ford is set to receive further impetus in the sector from the recent launch of the latest version of the P100.

This is a pick-up based on the Sierra saloon and produced in Portugal rather than in South Africa.

Ford has spent \$12m on the new model. Some 5,000 units are to be produced this year, all intended to be sold in the UK, rising to 10,000-12,000 units next year when left-hand drive and diesel versions are added.

The situation surrounding General Motors' small van production in Europe is muddled by "double counting" - many of nearly 20,000 Opel Kadett vans showing up in West German production statistics also appear in those for the UK. This is because they are shipped to GM's Vauxhall/Prestwich plant at Ellesmere Port for final assembly, using UK parts.

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SECTION IV

FINANCIAL TIMES SURVEY

TOP The design business, with an average annual growth rate of over 30 per cent, is flourishing. Within industry,

however, too few companies are acting on the message 'design or decline', writes **Feona McEwan**

Not just a pretty face

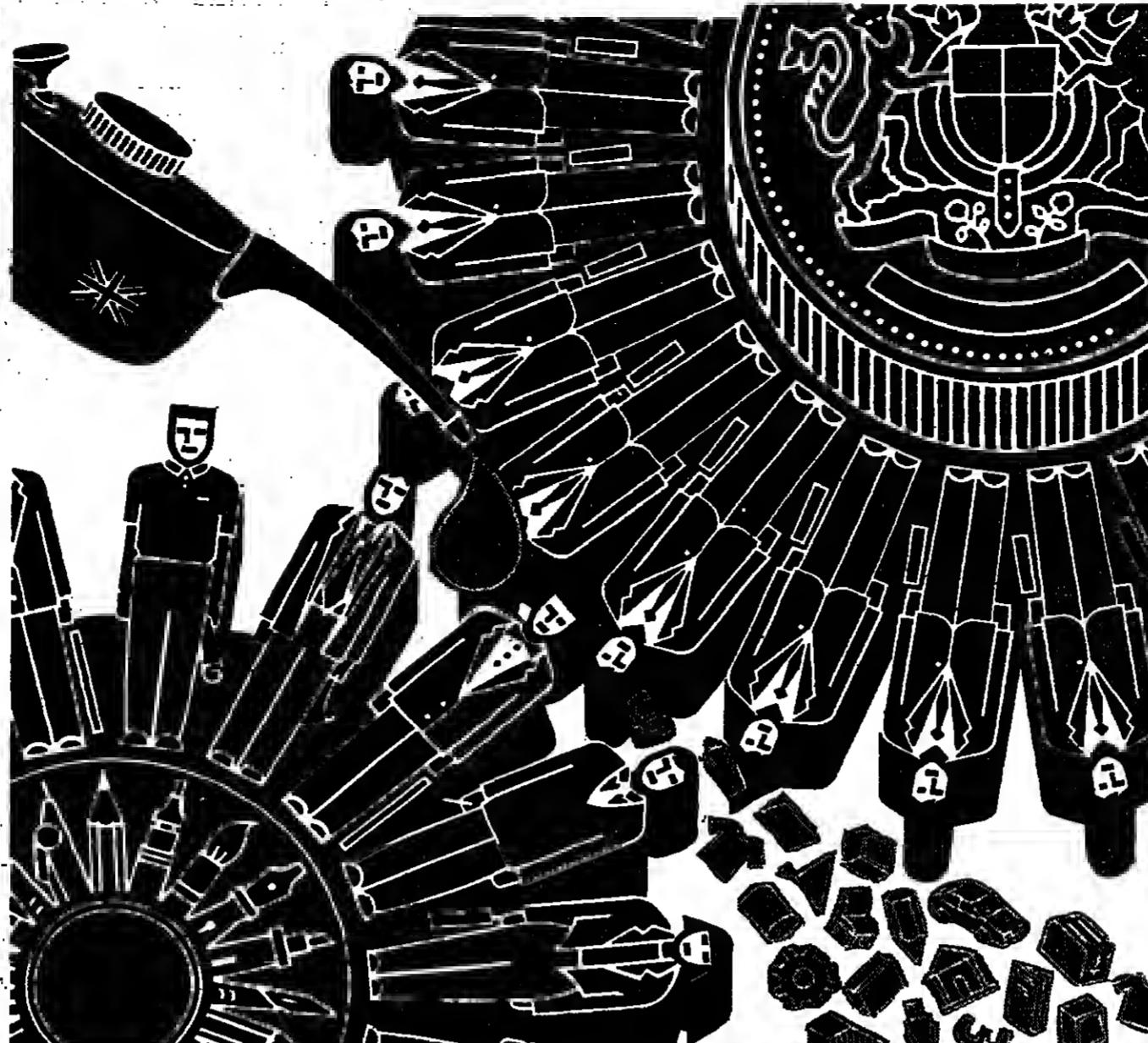
ON THE FACE of it, British design has never had it so good. Six years after the government launched its full-scale design initiative to promote British business, of design's commercial clout, and the City began to take design seriously, the design industry is flourishing.

Now, for the first time, the industry has been quantified. A recent Design Council report by Beryl McAlhone estimated the UK design industry was worth £1.7bn in 1987, showing a growth rate of over 30 per cent each year over the last five years.

According to an admirably exhaustive report from James Capel on the design consultancy market place*, this level of expenditure puts design in the middle ranking of the five key marketing services. It comes after sales promotion, valued at around £6bn and advertising at £5.7bn. Market research and public relations follow on behind.

So, somewhere along the line, British industry would appear to be getting the message. Yet the truth is that not enough companies have grasped the commercial value of this neglected marketing weapon. And that applies as much to financial and service companies as to manufacturing industries.

A recent report from the National Economic Development Council** concluded after surveying a wide range of British manufacturing companies that the



DESIGN IN BRITISH INDUSTRY

parts; there has been business and employment expansion in the clothing and footwear sectors; and there have been massive cost reductions across a wide range of industrial and consumer products.

An important theme pursued by Mr John Butcher, under-secretary at the Department of Trade and tireless campaigner for the cause, is design management. Design awareness is the first step but effective implementation is obviously crucial. "Good design must be... effectively and

that starts with commitment from the top," says Butcher. Yet the design managers inside British industry is still a rare species, though retailers still lead the way here with companies like Asda, Marks & Spencer, WH Smith and Debenhams.

When Nedo examined best design practice across some of the world's top manufacturing companies in 1986, some distinct lessons emerged.

One distinguishing feature among winning companies was an integrated approach to design:

some sceptics see design merely as making things look good, instead of integrating it with financial production and marketing considerations.

In structure, the companies were relatively unstructured. Instead of being organised linear-fashion, with people operating in isolated cells, they worked in multi-disciplinary teams with the designer a vital member alongside the engineer, financier, and production specialist - thus overcoming the barriers to communication.

What was clear in all successful companies was a persistent concern about their customers and their products, which made them constantly listen, ask, compare and learn from customers and competitors. Market research was a vital first step towards a successfully designed product, yet in the British companies Nedo looked at, research was woefully inadequate. Another point to emerge was that superiority of product, rather than keenness of price, was behind the companies' success.

The author of the Capel report, Neil Blackley and Richard Dale, spell out a number of significant events that signal an industry that is maturing. These include the formation of

■ PAGE 2: Design Council ■ PAGE 3: Corporate identity ■ PAGE 4: Design management ■ PAGE 5: Packaging ■ PAGE 6: Architects

Consultancies

A gulf begins to open up

BRITISH DESIGN consultancies have achieved unprecedented levels of growth and profitability over the past year despite a chorus of dissatisfaction from clients and analysts over their insufficient management and financial controls.

This, of course, is a paradox, but then the expanding, enigmatic UK design industry does tend to specialise in paradoxes. Where else would you find such a schizophrenic mix of creative and business services on offer, and expect art school graduates to play the part of entrepreneurs with such assurance?

Unlike other service sectors, most design consultancies are

owned by the people who run them. And the people who run them are usually the original founders. This means there are a lot of small firms in a large, diverse industry spread across graphic, corporate, environmental and product design: more than 2,000 according to a recent Design Council report, which estimated UK design consultancy to be worth £1.7bn in 1987.

The usual term is cottage

industry, but there have been

signs over the last 12 months

that the cottagers are about to be

turfed out by the communications experts who care less for

Continued on page 6

the Design Business Group in 1987 which now includes 250 consultancies; the launch of the Financial Times/London Business School Design Management Award Scheme (see the Management page in today's newspaper); the new BBC Design Awards; and the launch of Design Week, the industry's first speciality weekly news magazine.

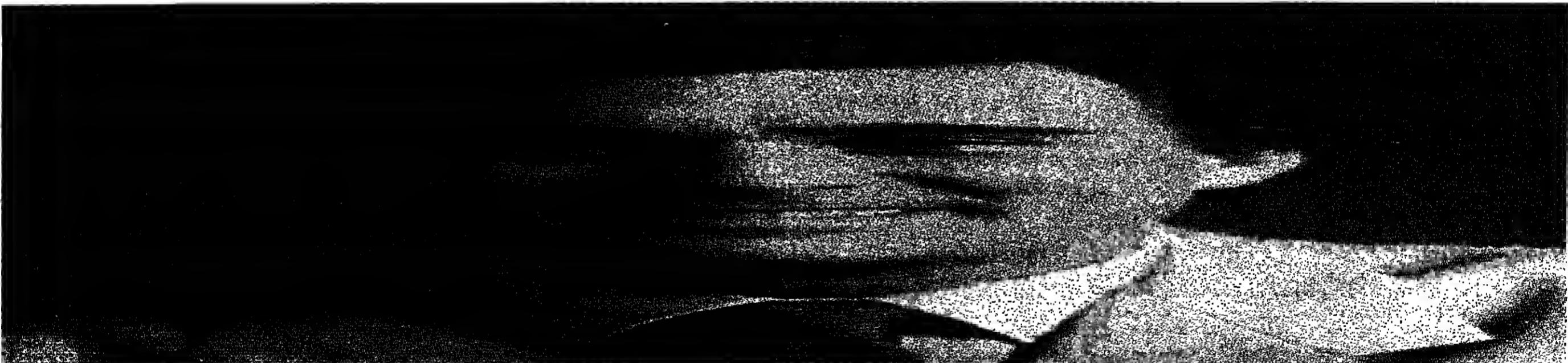
Design is now a desirable acquisition. This year has seen a wave of activity on the international scene with a number of British-owned groups establishing bridgeheads into overseas markets. WPP, WCRS, Fitch, Michael Peters, and Addison Consultancy, have all taken over US design firms in the last year.

The reverse traffic is also happening, with San Francisco Landon, now well rooted in London and Siegel and Gale, the New York-based Saatchi acquisition, newly arrived in the British capital. The future looks rosy enough for the design industry with design services continuing to grow at a rapid rate, design previously handled in-house being increasingly farmed out and fast development of international work based on the excellent creative reputation of British designers.

As Blackley and Dale put it, "all-in-all, UK design consultancy has an opportunity over the next five years to develop size, comprehensiveness of service and management of infrastructure on an international basis, without losing the creative verve for which its services are currently so sought-after."

*Available from James Capel, 6 Bevis Marks, London EC3A 7JQ, £75
**Available from the Council at Millbank, London, SW1, £12.50

A SMILE CAN ONLY STRETCH SO FAR



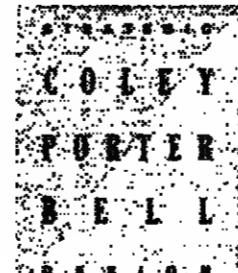
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DESIGN IN BRITISH INDUSTRY 3

Case study: Wilson's of Holyhead

Seafood boxed clever

THE POWER of packaging to establish a product in the market can be no more clearly illustrated than by Wilson's of Holyhead's venture into retailing seafood in the UK. And it shows that success created by effective packaging itself can raise unexpected problems.

Wilson's, a fishing and shellfish wholesaling company with its own fleet at Holyhead and Aberdeen, is among Europe's largest distributors of crab, lobsters, scallops, shrimp and other shellfish to the wholesale and catering trade.

The decision to go retail, in 1982, was closely linked with a crab processing plant the company set up in the Highlands with funding from the Highlands and Islands Development Board.

Through the Design Council, Wilson's went to consultants Michael Peters and Partners who looked for ways of creating a market presence and competitive edge.

The design objectives worked out were to build a strong, upmarket image for the range of six lines which included crab meat, peeled prawns and queen scallops (scallops without their shell); build the company image in the retail market; and create a brand with an image of quality and reliability.

The box packaging was designed to create an elegant,

highly individual identity. For maximum visual appeal, each product was photographed – in Sunday supplement style – with slices of lemon against a background of Welsh slate.

Ms Pamela Conway, Michael Peters group marketing director, says: "The most important thing for us was the positioning of the range in the market, because suppliers were limited and we wanted to differentiate them clearly as a specialist seafood." The consultants also designed literature and the Wilson's stand at a German food fair when the range was launched.

What intervened, though was not the image, or finding a market, which the packaging achieved, but the difficulties of prospering in the retail market. "We hadn't anticipated the hassle involved in selling retail, which we found was totally different to wholesaling."

Wilson's appointed a retail distributor but had to find another to get the service they wanted. "We also found problems with the settlement terms from retailers, who wanted 45 to 90 days instead of the 30 for wholesaling."

"And we found ourselves dealing with the problems of individual retailers, and even complaints from individual customers, which made a lot of demands. The fact that we were already wholesaling fish didn't help us at all; it was a different business altogether. It probably went as well as it could but it just wasn't visible."

Accordingly, Wilson's pulled out in 1986 to carry on doing what they feel they do best, though with the knowledge that they had satisfied a lot of discerning eaters.

Michael Strutt

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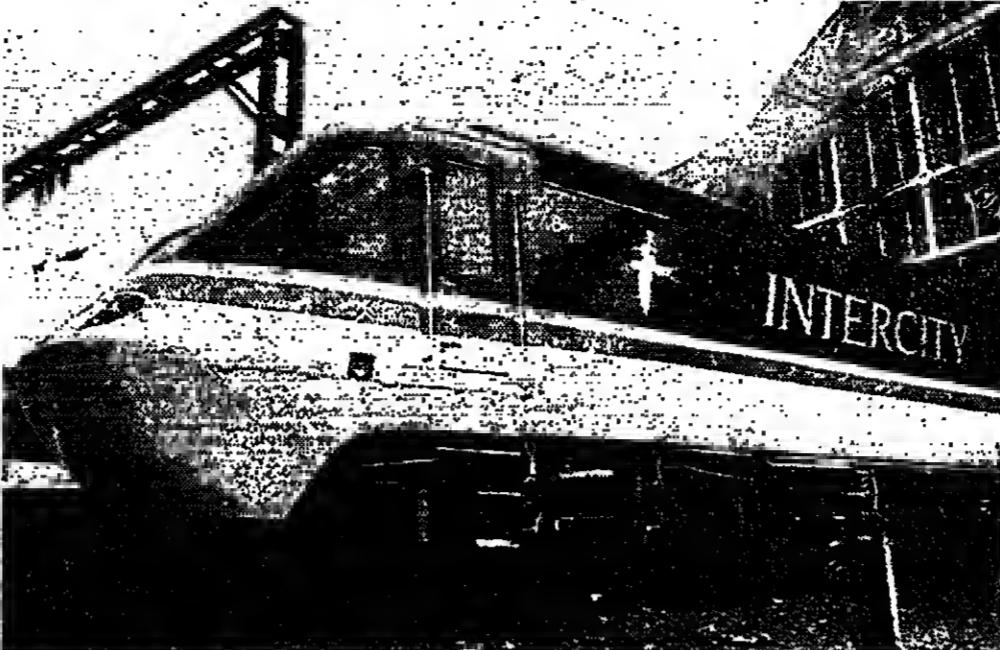
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The corporate identity business is booming



The silver swallow was chosen to convey an impression of speed, comfort, style and reassurance

Signs of the times

"A CORPORATE identity," wrote David Bernstein, founder of The Creative Business agency, "is not something a company decides whether or not to have. It's got one whether it likes it – or plans it – or not. What it needs to do is to fashion it according to what it believes it stands for."

He added the warning note: "There's not much point in changing the signboard on a London Transport 73 bus to read 'Monte Carlo' if it still goes to Stoke Newington."

In the four years since Bernstein wrote Company Image & Reality, the corporate identity business has boomed. In Britain it has grown by 30 per cent over the past year, according to Neil Blackley and Richard Dale, analysts for London stockbroker, James Capel. They conclude: "There is enormous scope for further growth."

Blackley reports, in a review of the UK's design consultancies, that "corporate identity is currently the most international and also the most cerebral sector of the design market."

Brian Boylan, group managing director of the Wolff Olins identity and communications consultancy, estimates the annual fee income from the UK market this year may reach £75-100m. A study for Design Business Group by Pegram Walters Associates noted that corporate identity consultants had now acquired a higher status in many client companies than advertising agencies.

A DesignWeek client survey showed that 35 per cent were reviewing their corporate identity at a level of attention which should ensure a continuing strong demand, Blackley observes. Government departments, such as the Department of Trade and Industry, are seeking changes of identity to place them firmly in the Thatcher enterprise culture. Building societies, insurance companies, and other financial services are creating their own distinctive corporate images in an effort to give their products more appeal amid a mass of similar rival offerings.

Companies are revamping their identities for a host of other reasons: to reposition themselves in readiness for the unified European market of 1992 to reflect changes in their core business; to raise their profile in the market places to bring cohesion to disparate operations.

John Sorrell, of design consultants, Newell and Sorrell, says:

"A new corporate identity cannot be fashioned with a mere coat of paint and a different logo. It must reflect the way in which an organisation actually behaves. It must tell people who it is, what it does, and how it does it. It can be

a very potent management weapon if it is used properly. You cannot use it to tell lies. You will be found out."

Sorrell illustrates some of his points in his company's recent corporate identity project for British Rail's Intercity service. Intercity wants to be seen as the most civilised way to travel – and to increase its revenue with a more competitive stance against cars, coaches and aircraft. It has changed dramatically since its inception in 1966, and intends to introduce further changes – new trains, redesigned carriages, and extra facilities.

Sorrell sought a symbol that would convey an impression of speed, comfort, style and reassurance. The emblem it finally chose was a silver swallow, which is now beginning to appear on everything from the trains to the cocktail sticks in the restaurant bars, heralding the advent of improved customer service.

Sorrell says: "The identity simply reflects the way BR is taking the service. The graphics provide a statement of intent to the travelling public and a rallying point for Intercity staff."

It is important to communicate what is happening to both the external audience of customers and the internal audience of employees, he emphasises. "Corporate identity can play a major part in helping organisations talk to their employees, to help them understand where the company is going, what it is trying to do and what part they will play in it. It is like raising the flag on a battlefield, inspiring loyalty and motivation."

Many new corporate flags have been raised recently in the increasingly competitive field of financial services. Over the past year Wolff Olins, alone, has created new identities for Prudential Assurance and the Halifax building society. It has also developed a new brand identity, Meridian, for the Midland Bank's latest service – a personal investment management package – to add to its earlier Credo small business service, and Orchard home mortgages.

Brian Boylan, of Wolff Olins, says that the revolution in financial services over the past few years has helped significantly in changing attitudes towards corporate identity.

"In the main, these were institutions which never thought about marketing," he says. "Each group offered its traditional services – mortgages, or insurance, or banking. Then suddenly they were having to offer all of them; and the key question for each organisation was how to put a distinctive stamp on its products when they were virtually the same as those of its competitors."

The visual changes wrought by these identity projects are increasingly evident in Britain's high streets. One of the results of the corporate identity boom has been to create another boom in the sign industry. Turnover has grown by 40 per cent in the past four years to some £150m.

The next wave of corporate identity business seems likely to be generated by the move towards a unified European market in 1992. Britain's corporate identity specialists are already in demand throughout Europe. Wolff Olins currently earns 40 per cent of its income outside the UK. Boylan says: "There is a growing awareness of the European market, and a developing European style."

Over the past eight months, Wolff Olins has completed corporate identity projects for two vastly different organisations each of which wanted to reposition itself in readiness for 1992.

The first was for the Irish insurance company, Church & General. It aims to give the company a distinctive position in the general insurance market, reinforce its presence in the high street, and underline its innovative character, says John Williams, of Wolff Olins.

The second project has given a new identity to Repsol, the Spanish oil giant, as it prepares not only to defend its national market but to expand into the rest of Europe. "Here in Spain, people see identity as a political issue, not as a necessity of the market. They don't realise the importance of corporate image as a tool for sales," says Repsol's marketing director, Nemesio Fernandez Cuesta.

Under the programme, 1,000 petrol stations, 5,000 vehicles, and ships, shops, packaging, signs, and uniforms will be branded with the new Repsol identity. "It involves an enormous amount of money, change, suffering, everything," says deputy marketing director, Pedro Moraleda. "But it will last at least 25 to 30 years. Our main task is to change a Spanish company into a European company, and with this identity we can develop throughout Europe."

Philip Rawstorne



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DESIGN IN BRITISH INDUSTRY 4

Design management — a subject of strategic importance to most companies — makes particular demands

THE PAST three or four years have seen a significant change in the way business perceives design management.

Formerly, arcane research specialist carried out by academics, the subject now features regularly in the financial press: government-sponsored reports on design management are being published at an increasing rate; significant international research programmes have been started; a British Standard on design management is due to be published towards the end of the year; and the Financial Times and London Business School have launched a joint award scheme (this year's winners are featured on the Management page of today's newspaper).

The impetus for substantive action on design management dates back to Mrs Thatcher's Downing Street seminar in 1982. Initiatives taken after that meeting, such as the Support for Design programme, helped create a new generation of design-aware investors. Many of the companies in design during the early 1980s are now involved with second or third-generation design pro-

grammes. Their managers now realise that running design projects poses unforeseen problems — hence the demand for assistance in design management.

Management education has responded to this demand. Over one-third of MBAs at the London Business School now take design as a business subject; and CNAAs-developed design "modules" have been introduced at many polytechnics and universities. To this basic training has been added a new generation of research projects designed to provide industry with material.

One such in the US, the Triad Project, is sponsored jointly by Harvard Business School, but also involves an art school, the Carpenter Center of the Visual Arts, and the Design Management Institute, a non-profit organisation of corporate design professionals. An English academic, Dr John Heskett, manages the Triad project's research; findings will be published in the form of books, exhibitions and conferences from 1988 onwards.

In Britain, a British Standards Institution working party, chaired by the Design Council's head of engineering, Geoffrey

Constable, intends to be practical about design management, too: the BSI recently published its Guide for Managing Product Design (BS7000) in draft form. "Most evidence on the subject in the past was anecdotal," says Constable. "Now people are telling us: 'stop boasting about the bush on design management — tell us what to do'. That is our objective. We set down specific guidelines and codify procedures for top management."

The BSI document lists five "fundamental elements for the management of design": establishing objectives; planning; communicating; monitoring and controlling; and evaluating. The checklist suggests, in the words of one sceptical manager, that "managing design is like managing anything else". This was indeed the prevailing wisdom among policy makers during the

early 1980s, but researchers now argue that managing design has unique features, which must be acknowledged. According to

Few design consultants offer the management skills in depth needed to take the place of a design policy managed from

companies must develop their own in-house design management skills. "Few companies have rules about design," he says, "or such rules as there are, are made up by individuals as they go along. But design affects more or less everything in a company, so it must be centrally led". As an appropriate management structure, Olin suggests a main board director, or "champion for design", backed up by the board, and supported by middle management implementation and project teams.

The argument that design must be "led from the top" has been subject to some modification in recent months. In line with a growing emphasis on "management by small steps, not big leaps," continuous training throughout a company's ranks is now recognised to be crucial to the success of design pro-

grammes, whether they involve a revamped corporate identity, or the launch of a new product.

According to Victor Herbert, who "teaches visual literacy courses for the middle managers of both retailing and manufacturing companies, "training is essential to the success of an implementation programme. Unless staff at all levels understand why a design has been introduced, and how it affects their day-to-day responsibilities, the chances are it won't succeed.

Somewhere down the line a person will miss the point, and everyone's best intentions will come to nothing."

The increased emphasis on training in design management is echoed by James Fairhead, author of a recent NEDC report, *Design For Corporate Culture*. He argues that good product design "does not happen through project management manuals, 'audit committees' and the like; it's much too subtle a process for everything to be controlled in this way. Senior managers in successful companies manage the fundamental assumptions that underlie the way their people think and act."

John Thackara

Passion and procedure

"Design affects more or less everything in a company, so it must be centrally led"

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Advice now sought on music and haircuts

IS THE design revolution in Britain's high streets finally over? Now that even the most modest retail outlets have been revamped by design consultancies to create clones of the more successful store designs, the advantage gained by those stores which embraced design early on in the 1980s has been reduced.

In the next decade, therefore, will design once more be relegated to the back burner? No, argue both designers and experienced observers of the retail scene.

Rodney Fitch, chairman of Fitch & Company, one of the pioneers of store design in the UK, believes that the 1990s will increasingly see design playing its role in retail engineering. Already some retailers are turning to Fitch and others to help design stores that are more energy efficient, need reduced lighting levels, and can hold more stocks.

"As retailers' fixed costs rise, so they will come to see that the benefits of design can bring to stores are more than a new physical image," he says. "Design will more and more be seen as a fundamental resource, essential to the successful run-

ning of a retail business."

Richard Hyman, director of the Verdict research group, which closely monitors retailers' performance, also believes that retailers will have to change their view of design in the years ahead. "It's no longer sufficient just to think that flashy design will woo customers," he says.

"Design must be seen as an integral part of the marketing mix."

By this he means that design must be used to communicate just who the store is trying to reach and what type of product is being sold.

A need for more effective use of design in the 1990s is emphasised by the fact that retailing is a relatively mature industry. Although consumers are spending record amounts in shops, according to the latest government figures, the proportion of discretionary income spent in shops is gradually declining.

Instead, consumers are spending their money in other ways — on more foreign holidays, for example, and eating out. There has indeed been a boom in expenditure on financial services.

"A particular trend which we

see emerging in retail design is, in fact, the increasing number of non-retail clients moving into the retail area and using design as a powerful and precise means of competitive differentiation," points out Anne Bacon, marketing director of Michael Peters Retail Design.

"For example, we have been working with British Airways on the creation of a new indepen-

dent chain of leisure travel shops called 'Four Corners', the first of which will open this autumn."

The Halifax Building Society, moreover, has wholeheartedly embraced design to help it compete in the competitive market for savings and personal finance. The McColl Group is currently redesigning Halifax branches to create a more relaxing and informal environment. Greater attention, for example, is given to reception or information desk areas, while still providing informal consultancy areas for private discussions.

Retailing itself is changing, with significant long-term growth

seen in non-shop shopping. The Next group's recent launch of a mail order catalogue aimed at a very different market than the traditional mail order customer emphasises that consumers are being wooed away from traditional shopping patterns. The growth of other home shopping developments, especially making

"What were once errands can be turned into pleasurable visits"

England. There, the US-style shopping mall has been complemented by Metroland, a film theme park aimed at enticing the family into the shopping complex.

The issue of whether shopping in the 1990s will move further away from town centres — or whether the high street can make a come-back — is also a key factor in design trends. Out of town retailers have in the past seen the provision of car parks as more important than store design. Yet this is changing with the edge-of-town Comet chain, for example, using design to help retailers from a discount retailer to a mainstream electrical stores group where service and quality is as important as price.

At the same time, traditional high streets are increasingly the location for specialised niche retail marketing and new design to differentiate their appeal. The Burton Group, for example, has segmented its market with Top Man, Top Shop, Principles, and the main Burton menswear operation.

"Good retail design in the 1990s will be a matter of course," believes Mr David Davies, chief

executive of David Davies Associates, a leading retail design consultancy. "Retailers will have well-focused shops selling well-focused products or they won't exist," he adds.

But design in the 1990s will also extend to embracing other facets of a store environment. David Davies Associates, for example, recently created a new retail and graphic style for the Radius menswear chain, another closely-targeted chain owned by the Burton Group. But Radius also took advice on how its staff should have their hair cut and also on what sort of music it should play in its stores to attract its target customers.

But can design go too far in retailing? Verdict's Mr Hyman suggests that "in some cases, design can be embraced to excess and overpowered the merchandise on offer". He cites the Dabchams department stores which "many people are going to just look at the 'galleria' design rather than buy the products which, after all, is the main objective of retailing."

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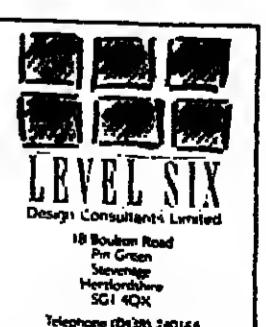
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DESIGN IN BRITISH INDUSTRY 5

PACKAGING DESIGNERS: WHO THEY ARE AND HOW THEY ARE RATED

CONSULTANCY AND START UP DATE	EMPLOYEES (Packaging only)	ANNUAL TURNOVER (packaging) (£m)	SIX LEADING CLIENTS (Alphabetically)	HOW THEY SEE THEMSELVES	HOW COMPETITORS SEE THEM
Allied Internationa Designers 1958	15	0.75	CPC Benelux, Cuprinol, Drost London Rubber International Quaker, Wrangler	Integrated research and design capability that has not emasculated creativity	International force that has lost its way but attempting a come back under new management
Blackburn's 1986	9	0.85	Beecham, Brooke Bond Oxo, Harvey's of Bristol, Trebor, Unilever, United Distillers	Packaging specialists working on major brands and new product development	Long established, solid producers of consistently good work, with strong reputation for drink packaging
Coley Porter Bell 1979	55	2.5	The Great Atlantic & Pacific Tea Co, Hutchison Whampoa, Lego Systems, London and Edinburgh Trust, Unilever, United Biscuits	Creative and strategic design consultancy specialising in creating and developing identities for companies and their products internationally	Good and workmanlike. Popular with own label retailers. Strong emphasis on marketing, 'sells' creativity
Lendor Europe 1985	25	2.4	Colgate Palmolive, IDV, Nabisco, Nestle, Unilever United Distillers	Creating 'consumer effective' package design for worldwide clients based on intensive research and strategic analyses	Global mega-brand tweakers. Formidable competitors. Good at formula look but not innately creative in highly innovative way. International sameness
Lewis Moberly 1984	28	1.35	Asda, Boots, Eagle Star, ICI Paints, Johnson & Johnson, United Distillers	We aim to change the view that design consultancies are either creative or market based, as if they were mutually exclusive	One of the most creative packaging design consultancies in the UK. Young, can they sustain it. Creatively hot. Pioneering work in own label has prompted major branded companies to think again
Michael Peters and Partners 1970	55	6.5	Arthur Bell Distillers, Coloroll, Pedigree Perfums, Unilever, United Biscuits, Giorgio Armani (Italy)	The leading brand identity and packaging design consultancy in Europe. Innovators in the industry	Consistent creativity over a wide range of products for great number of years. Can it remain undimmed by expansion
Minalo Tattersfield 1984	15	2.75	BP Oil International, Harrods, Irish Distillers, San Pellegrino, Sennettane Spa, Tesco	We believe we can find the solution in problems rather than the standard answer - avoiding trends and fashions that date	Good ideas people. All rounders. High consistency for good work
Smith & Milton 1982	25	1.75	Batchelors Foods, Gillette, ICI Dulux, National Westminster Bank, Rowntree, Tesco	Our business is realising latent potential. Character building for brands and companies	One of the best creative shops around. Intelligent and pretty design solutions, sometimes over-creative and weak on strategic input

Includes corporate identity. [†] Estimate 1988

Have Euro-packaging, will travel

PACKAGING design, long regarded as the poor relation in the design industry, is fast coming into its own as the race for space on the shelves of Europe's supermarkets gathers pace.

The need for products to be able to cross national boundaries, while retaining a competitive edge, has never been more urgent and designers report an acceleration of demand for pack designs that will travel.

Packaging specialists report with glee that an increase in "1992 awareness" - the date when Europe ostensibly drops its trade barriers and becomes a

single market - is focusing manufacturers' minds increasingly on pan-European marketing, of which packaging is a central feature.

Gillette, for instance, this year launched a range of personal care products, designed by Smith & Milton, into seven countries simultaneously using identical packaging. Johnson & Johnson likewise introduced a new female hygiene product, designed by Lewis Moberly, into prime European markets using a uniform but distinctive pack design.

At home, branded manufacturer

ers are using design to help fight back against the own-label sector, which has been the pace-setter for years in innovative packaging. Multiple retailers such as Asda, Boots, Sainsbury, Marks & Spencer and WH Smith have long understood the power of appealing packaging design.

The table above spotlights some of the leading specialist players in the packaging field, but we emphasise that it is not a definitive list. Other names to look out for include: David Davies, Ian Logan, Design Bridge, John Brimacombe, Kite and Co, Tayburn, Design House,

Design in Action, Klaus Wuttke, Holmes & Marchant. For those wanting a more clinical approach there is Siebert Head and the low-profile but successful research-based company, Claessens International - their strong suit is fine-tuning packaging and labelling designs for overseas markets.

Consultancies have been selected for their reputation for innovative design, quality of work, and experience across a wide field.

Feona McEwan

Engineering design

Serious training gap

THE DESIGN Council has launched a £500,000 campaign to persuade British industry of the importance of engineers in the design of products.

This is the biggest and most ambitious attempt by the council to reverse the shortage of properly trained engineering designers in UK industry. The Council points out that Japan has two-and-a-half times as many engineering graduates as the UK, and there are serious shortcomings with the current training of engineers in Britain.

Pay rates for engineers in the UK are poor compared with other countries. Few British companies elevate engineering designers to their boards. There is little of the job training for any employees, let alone engineers, the Design Council says. Toshiba, by contrast, insists that all its employees get off the job training.

One consequence is that the best British design engineers, says the Design Council, leave the UK to work, for example, in

The Design Council is blunt in its appraisal of the problem. "We are now on the verge of a crisis. Too few people recognise the key role of engineering design." One consequence is that "the competitiveness of British industry is being threatened by a lack of understanding of the key role of engineering design," the Council said at the start of the campaign in May.

These threats have led the Design Council to launch the campaign to promote a better understanding of what engineers can do for design. The Council hopes its efforts, in partnership with selected British engineering and design companies, will encourage more young people to become engineers working in design.

The £500,000 campaign is to last two years. Industry is to contribute £100,000 of the total for each year through its sponsorship of the travelling exhibition and publicity material for schools and industry. The Design Council is to contribute £150,000 each year.

The first event in the campaign is an exhibition which will open at the London Design Centre for eight weeks from July 6. The title of the exhibition, "Creating a World that Works", appears to have been chosen with deliberate ambiguity to get across the idea

that the business of making products creates jobs ("the world that works"), and also the idea that the world works, in the sense of operates, only because people have designed it.

Mr Ivor Owen, the director of the Design Council, said in explaining the reasons for the campaign that "British manufacturers can only succeed if the products they make are at least as good as those of our overseas competitors. He said designers had a crucial role in ensuring that products meet the constantly increasing demands of customers for improved performance, better reliability, and reduced manufacturing costs."

Mr Owen said the Design Council's campaign aimed to create a climate in which the nation

Few companies elevate engineering designers to their boards

and industry recognised the key role of engineering designers and gave them the status and rewards they deserve.

The exhibition is to tour the country. It will be at the Glasgow Design Centre from September 25 to November 3 and at the Bradford Industrial Museum from November 19 to January. It is expected to be shown in Belfast early next year.

Examples of engineering designers' work, to show the opportunities for job satisfaction and the breadth of the work, are included to help persuade students and their parents that a career in engineering design is challenging and worthwhile.

Studies of outstanding engineering design achievements will also be on show, including a coastal defence system, designed by Liverpool University and the Metropolitan Borough of Wirral, to prevent a beach being washed away.

Yard, the Glasgow ship design consultancy, in partnership with CAP Scientific, is showing its concept study for a frigate that could be operated with only 60 people, compared with 200 for a conventional frigate.

Last month the Design Council published the results of a study by the Coopers & Lybrand consultancy into the training needs of engineering designers. The Report, called "Fit to design", was commissioned by the Coun-

cil with support from the Department of Trade and Industry to review the initial and updating training of engineering designers in the UK. The review covered mechanical and electrical engineers.

Coopers & Lybrand says in the report: "It is now generally accepted that poor design has been an important factor in weakening the UK's manufacturing performance." The consultants said there were signs that companies had become aware of the importance of good design. "But all too often this increased awareness has not flowed through into active measures to improve design performance."

The report helped to clarify an area of possible misunderstanding over what was meant by design, the tendency being for some people to think of design solely in terms of aesthetics, whereas engineering design was an equally important part of the design process.

"Engineering designers have a vital role in considering the technical aspects of design, such as constructional aspects, materials selection and manufacturing requirements," the report said.

Coopers & Lybrand said the "most important and worrying finding of our survey was the extent of the gap which exists between the training which engineering designers need and what they actually receive".

Engineering employers and engineering designers estimated that the average engineering designer needed some 13 days for on the job training each year. This contrasted with the five days the average engineering designer actually received each year for this training.

The size of this training gap should be worrying to anyone with an interest in the profitability and competitiveness of UK manufacturing industry," Coopers & Lybrand said.

"Looked at year on year, it is the growing size of the cumulative training gap which poses the greatest threat," the consultants said. "Unless positive steps are taken to close the gap, it is difficult to escape the conclusion that UK manufacturing companies will fall further and further behind in the design field, with all the consequences for national competitiveness and wealth creation that implies".

Lynton McLain

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DESIGN IN BRITISH INDUSTRY 6

Continued from page 1

Gill and Gropius and more about establishing global networks.

Polarisation in British design is underway with a gulf slowly opening up between a handful of large multi-disciplinary super-groups committed to servicing the world's largest companies on a global scale and a mass of small, specialist consultants tapping predominantly local business.

Who are the super-groups?

They divide into two categories: in one corner are the advertising and marketing communications giants who have been building up design networks, mainly through acquisition: WPP, Saatchi, WCRS, Addison Consultancy. In the other corner are the core design businesses which have grown dramatically and, by and large, organically: Michael Peters, Fitch & Co, Landor, Wolff Olins, Minale Tattersfield, Pentagram.

But the scene is further complicated by the attention certain sectors of design such as office and retail interiors are being shown by the big-league archi-

tural practices such as Building Design Partnership, YRM, The Company of Designers and Auctions.

So the scene is now set for a three-way fight - or three-ringed circus, depending on how you look at it. And since so many of the participants are publicly quoted companies, analysts are having a field day quoting the odds against someone, somewhere, sometime achieving a meaningful share of the market.

It is well known in design circles that the £200m world market for design and architectural services, no single player holds more than 1 per cent. According to stockbroker James Capel, even Martin Sorrell's mighty WPP - which made news headlines in the UK design this year with its £325m acquisition of retail specialist McColl - holds only two per cent of the UK design market.

Nobody doubts the resolve of the communications groups to build business. After all, that is what they are there for - and they will suffer from none of the qualms about size sacrificing creativity that conventional design

firms are vulnerable to feeling. Nobody doubts either the desperation of the architectural giants to broaden their base when retail, leisure and refurbishment schemes are rare but new buildings are not.

But the core design businesses could still confound everyone on an international scale. Wolff Olins and Landor are fast establishing themselves as brand names and marketing themselves as such. Michael Peters and Fitch have both made more than useful acquisitions in the US to add to already considerable strengths in the UK.

Peters bought US architects and retail designers Hamblett Terrell International and Anglo-German conference specialist Sporum Communications in a spectacular £7.7m double deal earlier this year to consolidate its position in Europe and drive into the US.

Fitch acquired US product design thoroughbred Richardson-

Smith for £10.5m last month and is changing its name to Fitch-RS to indicate its desire to compete hard in world markets for product development. And of course it will also use its new US partner to introduce its retail expertise to American shopping malls.

But while the big boys of British design make inroads into Europe, America and the Far

East - showing an unsuspected gift for strategic business development that would have been unthinkable just five years ago - the truth is that the boom in British design is not just restricted to a handful of firms.

According to a survey in Design Week magazine, fee income earned by Britain's 100 largest design groups grew by 50 per

cent last year to £300m. The number of qualified designers also increased substantially - by 37 per cent to 6,000 designers.

Analysing the figures, management consultant Jonathan Lucas of Gray Lucas remarked: "In other business sectors the market leader might achieve 50 per cent growth - for the top 100 firms in the sector to achieve this is

The scene is now set for a three-way fight - or a three-ringed circus

primes patrons of design consultancy, have now been joined by trade unions, public schools, theme park owners and all manner of new design users. Retail and packaging have proved particularly fruitful areas for commissions.

Second, overseas commissions have multiplied. According to the Design Council, no less than 73 per cent of all consultancies have done some work abroad since 1982.

Third, the government's Design Council-administered Support For Design funded consultancy scheme has pushed a lot of projects from British industry into the lap of designers. The design community is now less happy with new arrangements to fund consultancy through the DTI's Enterprise Initiative programme, which has slowed the flow of jobs to a trickle.

Fourth, design groups have diversified into lucrative non-design activities such as management

consultancy, naming and branding, market research and copywriting. Fitch's teleshopping research project with Coopers & Lybrand is an example of this trend.

Fifth, the introduction of computers into the design process has boosted productivity.

And sixth, more business-like attitudes by the consultancies in the face of fiercer competition have led to greater efficiency and improved profit levels (the Federation of Designers Group, the first ever trade association for design consultancies, has already made its mark with a Code of Conduct which outlaws speculative pitching for new business - a practice which has led to the financial collapse of more than one consultancy).

As a result of the design boom, studios and working conditions within the consultancies have become so attractive that there has been a large influx of people from advertising, marketing and industry into the sector. And they are bringing with them strategy, business, communications and client liaison skills that will give design groups a better management profile in the long run.

For example, former Burton Group retail and marketing development director Alan Taylor has just been head-hunted to become marketing director of Brighton design group. Explains Brighton chief executive Stephen Walsh: "Competition is now so

intense that relationships are crucial. To reach the top people in retail we need people like Alan Taylor. Winning design businesses is all about knowing the client's business."

Or take Tim Greenhill who 18 months ago was sales and marketing director of design firm Benson Greenhill Andrews which has grown from 18 to 58 people and doubled fee income from £500,000 to £1m-plus in a year. That kind of story is being repeated right across the design industry.

Future prospects for British design are excellent. If it were all down to commissions from British manufacturers, the industry would shrivel up and die tomorrow. But it isn't the case is now increasingly international and service-oriented and consultancies are waking up fast to the issues of marketing, staff training and financial control.

As Beryl McAlhone, author of two Design Council reports on the way consultancies are developing, suggests, "It is much more Thatcherite that the art school connection might imply - entrepreneurial, offering high rewards to high achievers, lean in operation, living comfortably with change." In short, an exciting foundation to build on in the 1990s.

Jeremy Myerson
Editor of Design Week magazine

Consultancy gulf opens up

Architects

A blurring of rival roles

THE DEREGULATION of the City has spawned hundreds of thousands of square feet of computerised and air-conditioned offices and corporate headquarters east of Trafalgar Square, at Broadgate, London Bridge City, Canary Wharf and now King's Cross. London, a conservation backwater for architects from the late seventies up until the mid-1980s, has become a magnet drawing the biggest, best-equipped and most dynamic American practices.

With decades of experience of building big and fast, practices such as Skidmore Owings and Merrill offer clients a comprehensive design package. From planning, engineering, architecture, decor and furniture, SOM is completely in control even if work has to be farmed out to other design professionals.

The arrival of the Americans has clearly worried the domestic architectural profession which has still to learn how to provide a comparable service. But British architects need time to adjust. After the economic collapse of 1973-74 British practices were forced to move away from the design of major new buildings and focus inwards. As space plan-

ners and interior designers architects were now treading on the toes of design practices which had set up shop to meet this architectural shortfall.

Fifteen years later architects are designing buildings again, but there has been a blurring of the roles of the rival professions. Rodney Fitch, chairman of Fitch Remmey, believes that the scale of a building project determines who gets the work. That and the level of specialisation required. "We are not getting work in Canary Wharf or Broadgate. It doesn't worry us. We're involved elsewhere in Docklands working on complex retail schemes. We wouldn't expect architects to have the expertise we have in this field."

Yet, given the scale and complexity of the new wave of town centre shopping malls and developments, Fitch teamed up with the architect Gordon Bennoy last September. He now has about 80 architects on his payroll out of a total of 500 designers and support staff.

But before pairing off with Bennoy, was Fitch ever asked by a client to act as architect and design consultant? "Perhaps half a dozen times, no more. I think

people come to us for our specialisation. That's how design practices grew strong. Far too many architects believe they can design anything. It's a syndrome nurtured by their training. Designers are also less precious about their work. Commercial buildings must be flexible, capable of changing with new market conditions. Architects get on a high horse when anyone touches their previous buildings, even if the intentions are redundant."

Few architects have the luck, skill or character - it is difficult to know quite what it takes - to win such monumental projects as the design of the new Lloyd's building or the shimmering Hong Kong and Shanghai Bank. In both cases the architects have had a free hand and designed the buildings down to the last detail. As monuments to the corporate ego such buildings have traditionally been designed to last and are not subject to exhaustive change. Nevertheless, Rodney Fitch has been called in to remodel the interior of Lloyds which, though inspiring as a sculptural abstract on the City skyline, has not won the affection of those who work in it.

Although there are several British architectural practices - Building Design Partnership, Yorke Rosenberg and Mardell, Arup Associates among them - which run on multi-disciplinary lines, most work with design practices on complex retail or leisure complexes.

The Royal Institute of British Architects, however, feels that the profession needs to claim back territory lost to other design and building disciplines. American architects have stolen a march in the City, design practices like Fitch & Co are asked to move in where architects have failed to tread (Terminal Four at Heathrow Airport, for example).

While the profession has even lost out on what should be its surest ground: the design of public buildings.

When the Senate of Cambridge University expressed its preference for a design-build contractor for its new science laboratories last year, rejecting in the process designs by the distinguished architects Colquhoun and Miller, the RIBA had real cause for concern. In 1987 the architectural market was valued at £1.7bn. Growing at around 20 per cent a year, the design and build business was identical in value.

At the end of June the RIBA published a marketing report, Market Opportunities for Architects which set out the need for architects to offer a service that would go beyond conventional building design. The report stressed that architects can and should act as developers, designers and builders. They should encourage clients to believe that they can design a complete environment for a client right down to the choice of "carrier bags and uniforms".

Meanwhile the Cities of London and Westminster Society of Architects is launching a £1.2m advertising campaign in September. The image of the new architect is being shaped by the advertising agency Collet Dickinson Pearce. Architects are being asked to pay for the campaign out of their own pockets: £200 from an individual and up to £3,000 for a practice of 50 people. Unlike Rodney Fitch who believes that specialisation is the key to success in the 1990s, the architects are maintaining their time-honoured belief in their ability to tackle anything. In the end it seems likely that the merging of architectural and design talent will be necessary to halt the tide of work flowing overseas - even if professional pride must be hurt in the process.

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Wednesday July 6 1988

Ryobi to pay \$325m for Singer power tools unit

BY RODERICK ORAM IN NEW YORK

MR PAUL BILZERIAN, the Florida corporate raider, has found his first buyer for assets of Singer six months after he won control of the US defence electronics company.

Ryobi, a Japanese maker of power tools, sports goods, printing equipment and die castings, is to pay \$325m for Singer's Motor Products division.

Based in South Carolina, the division is a leading supplier of power tools to Sears, Roebuck, the largest US retailer, and it also makes floor-care appliances under its own brand.

The long delay in asset sales has surprised Wall Street because analysts believed many of Singer's divisions, particularly

in the defence field, would have found eager buyers. Moreover, Mr Bilzterian was under pressure to raise cash quickly because he had borrowed heavily under onerous terms to finance the \$1.05bn takeover.

The toughest were made by Mr T. Boone Pickens, the Texas raider, who put up the final \$150m for the takeover.

Mesa Limited Partnership, his main company, will receive 17.5 per cent interest, 20 per cent of breakup profits and 20 per cent of the rise in Singer's market value.

"It borders on grand larceny," Mr Bilzterian said at the time.

Singer's aerospace and defence electronics sector includes many desirable businesses such as

flight simulators, torpedoes, missile controls, battlefield communications, and guidance, navigation and electronic warfare equipment.

In total, the group might have a break up value of between \$60 and \$70m a share against Mr Bilzterian's purchase price of \$50 a share.

Compared with Singer's high-tech assets, Ryobi is buying a more mundane division employing 2,500 people and generating some \$225m a year in sales, according to analysts' estimates.

The purchase will add substantial production and marketing muscle to Ryobi's existing US power tools subsidiary.

The long delay in asset sales has surprised Wall Street because analysts believed many of Singer's divisions, particularly

Sun agrees to buy Arco interests for \$513m

By James Buchan
 in New York

SUN, the Pennsylvania oil refiner, is paying \$513m to pick up a refinery, distribution network and 57 service stations that used to be owned by Arco, the big West Coast oil

company.

Sun, which has slimmed down its operations to concentrate on the eastern US, said yesterday it was buying Atlantic Petroleum from a Netherlands holding company owned by Mr John Dross, who bought the business when Arco disposed of its marketing operations east of the Mississippi in a drastic reorganisation in 1985.

The main assets sold yesterday are Arco's old Philadelphia refinery, with a capacity of 130,000 barrels per day, 571 company-owned stations and convenience stores, and supply contracts with a further 400 Atlantic stations in Pennsylvania and New York. Also included is a 865-mile product pipeline from the refinery to Pittsburgh and upstate New York.

Sun said it was paying \$513m plus working capital and inventory but was assuming no debt related to the business. At present, Sun has refining capacity of 480,000 b/d and sells gasoline through some 6,000 Sunoco stations in 27 eastern states.

Mr Robert Campbell, president of Sun Refining & Marketing, Sun's downstream division, said the Atlantic operation "fits extremely well into Sun R&M's existing configuration and lends additional strength to our overall refining and marketing efforts."

Rothmans, which made pre-tax profits of \$228.8m in the 12 months to March 31, 48 per cent up on a year, has \$440m in cash reserves, in part due to recent asset disposals.

agreement, the Citizens Association for Sound Energy, its main opponent for the past decade, will get a seat on the plant's nine-member operations review committee for five years or until one year after the second phase of the plant begins operation.

The committee is responsible for safety, inspection and other review functions. The utility will apply for the lobby group to hire its own technical consultant who will have access to the nuclear plants. In addition, Texas Utili-

ties will reimburse the group for its expenses over the past 10 years.

In return, the group will drop its request for further licensing hearings which had threatened to delay the start up of the plant by as much as another three years.

The utility hopes the group's co-operation will enable it to win a licence and begin operating the first phase of Comanche Peak by late next year as soon as remedial work, forced on it by its opponents, has been completed.

Under the unprecedented

Andrew Baxter in London looks at the background to a \$750m Pennsylvania buyout

York gets the corrective treatment

FIVE-YEAR RECORD AT YORK INTERNATIONAL (\$M)

	Sales	Pre-tax profits	Net income	Return on equity (%)
1983	596.4	(12.9)	(5.3)	(3.3)
1984	616.1	(2.8)	(5.67)	(5.4)
1985	636.8	(5.86)	(1.20)	(0.7)
1986	689.9	11.3	8.22	4.7
1987	963.1	48.0	27.6	14.1

Losses in brackets

company doctor and a spin-off was highly unusual if not unprecedented.

The company had suffered as a unit of Borg, which had been unable to encourage York to

spin-off to Borg shareholders, the company was worth just \$18m.

Now it is to be acquired at 57½ a share, in cash, in debt,

by a new company backed by Citicorp Capital Investors and other investors. Once the deal is completed, the company will be privately held.

The disparity between the two share prices will come as little surprise, however, to followers of the career of Mr Stanley Hiller, York's chairman and chief executive over the past two years.

Mr Hiller, 53, was a teenage entrepreneur before leaving school at 18 to build a revolutionary two-blade helicopter that formed the nucleus of Hiller Aircraft, a company he sold to Fairchild Industries in 1964.

For the past 20 years he has been a specialist in "corporate turnarounds" and after a string of successes reviving troubled companies such as Reed Tool and the former Baker International, he now sees himself as an "executive paramedic."

The events at York over the past two years typify Mr Hiller's approach, moving in temporarily with his team to administer corrective treatment, although the combination of the arrival of a

range further, there have been seven acquisitions since the spin-off, of which the most important was that of Fricke, the largest US producer of screw compressors, and its associated company Fried Co/Fricke.

Acquisitions have also helped York expand its distribution network and with an updated product line as well, York was well placed to take advantage of an active US construction market last year.

The result of these actions is that York has been transformed from a company with 5,000 employees and annual sales of

nearly \$700m at the spin-off to one with 9,500 workers and sales last year of \$963.1m. After a pre-tax loss of \$4m in 1985, it made pre-tax profits of \$13.3m in 1986 and \$45m last year.

York's shares have been rising sharply this year amid speculation that Mr Hiller was planning to sell the company. This was fuelled by the announcement in March that the company had

asked Merrill Lynch Capital Markets to assist it in evaluating various strategies for maximising shareholder returns.

For York's shareholders, the \$57½ per share deal - more than four times the level set when the company made its NYSE debut - is a handsome return for just two years.

Having cleared the air at York, the Hiller team is moving on to new challenges. Mr Hiller is due to become chairman of struggling New Jersey-based Levolor Lorentzen, the world's largest manufacturer of venetian blinds, and has other irons in the fire too. Of company doctoring, he says: "It's turned out to be a very interesting business."

'Small effect' seen on bank results

NATIONAL BANK of Canada, which last week agreed to buy a majority stake in Quebec broker Levesque Beaubien for about C\$100m (US\$83.3m), said the cost would have only a small negative effect on the bank's fourth-quarter earnings, Reuter reports.

Grupo March buys Spanish stake

GRUPO MARCH, the Spanish banking, property, distribution and cement production concern, has acquired an unspecified minority stake in Energia y Industrias Aragonesas, a chemicals group, Reuter reports.

Banco Urquijo Union, the merchant banking division of Banco Hispano-American, is a leading shareholder in Aragonesas.

Grupo March owns 4 and 5 per cent of Hispano-American. Grupo March said it had not acted in concert with Hispano-American.

N-plant pact for Texas Utilities

BY OUR NEW YORK STAFF

TEXAS UTILITIES has agreed to give a citizens' lobbying group a formal role overseeing its nuclear power plant in an effort to prevent further delays in winning a licence for it.

The Dallas company has been trying for 10 years to get an operating licence for Comanche Peak, 75 miles southwest of the city. But allegations of improper plant design and construction and intimidation by the company of quality assurance inspectors thwarted its efforts.

Under the unprecedented

agreement, the Citizens Association for Sound Energy, its main opponent for the past decade, will get a seat on the plant's nine-member operations review committee for five years or until one year after the second phase of the plant begins operation.

The utility hopes the group's co-operation will enable it to win a licence and begin operating the first phase of Comanche Peak by late next year as soon as remedial work, forced on it by its opponents, has been completed.

UK executive may get £750,000 payout

BY RAY BASHFORD IN LONDON

SIR Robert Crichton-Brown, who steps down as executive chairman of Rothmans International, the UK-based tobacco group, on July 29 may receive a £750,000 (£1.25m) golden handshake.

If shareholders approve the payment at the company's annual general meeting, Sir Robert's total remunerations since he became executive chairman on

January 2, 1985, will have exceeded £1.5m.

The proposed payment is one of the largest made to a retiring UK executive and is understood to be part compensation for the absence of a pension scheme for Sir Robert.

Sir Robert, 63, said in November that he would not seek an extension of his contract when it

expired in December next year. Last month, however, he said he intended to retire 18 months earlier.

Rothmans, which made pre-tax profits of £228.8m in the 12 months to March 31, 48 per cent up on a year, has £440m in cash reserves, in part due to recent asset disposals.

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These new names reflect our unified and coordinated approach to providing Morgan clients with a clearly defined source for all their financial advisory, funding, trading, and investment activities.

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INTL. COMPANIES AND FINANCE

George Graham on the French durables group after the Rowenta deal

SEB steams into the big league

SEB has for years had a reputation abroad of being "the other" French manufacturer of kitchen equipment - long after it had outstripped Moulinex in sales, and long after it had overshadowed its more famous but elderly and less-prone rival in profit performance.

With the acquisition of Rowenta, the West German household products company, SEB can move into a different league. It will still be a long way short of Electrolux, the Swedish giant, but its FF 7.5m (397m) or so of sales this year will give it a European stature that it lacked before.

Mr Emmanuel Lescure, who has been with his family's firm since 1961, mostly on the sales side, and became its chairman 12 years ago, says: "We are not a financial group; we are not a conglomerate; we are a specialist in small household equipment."

But if SEB itself has been little known outside France, where the company's own name is used as a brand, it is more famous with the Tefal brand, acquired in 1968, or with Calor, bought in 1972.

With Tefal, the group is world leader in non-stick cookware, with an estimated market share of 20 per cent. Unlike most other non-stick cookware producers, who use Du Pont technology, Tefal makes its own non-stick coating.

SEB is also number one in a world market for pressure cookers, estimated at 6.3m units, as well as leader in chip fryers, claiming 25 per cent of the European market. In toasters it claims to be European leader with a share estimated at 13 per cent, but only just ahead of Rowenta, which it is acquiring.

The Rowenta acquisition will also push the group into first place in the world steam iron market, where it sells largely under the brand name of Calor. Mr Lescure ranks his group last year as fourth in the world and second in Europe, with 20 per cent of the irons market, just behind Rowenta.



France still represented 54 per cent of SEB's FF 3.74m sales last year, and is heavily dominant in its home market in areas such as pressure cookers and steam irons.

"In France we say we have 80 per cent of the pressure cooker market. If we told the truth we might have trouble with the competition authorities," Mr Lescure says.

The revival of Moulinex, which is back in the black again, and the advent of new competitors in the household equipment market, such as Black & Decker or Tefal, may intensify competition for SEB on its home turf.

But the group has developed strongly in other markets. Where French sales grew by an average of 3 per cent a year in volume between 1983 and 1987, North America showed 12 per cent volume growth - SEB is particularly strong in Canada and Japan 20 per cent growth.

In the product area, too, SEB is expanding, with a particular accent on weighing machines.

The fast developing segment of the weighing market is in electronic scales, which already accounts for 20 per cent of the French market and is growing fast. It is one of the most exciting markets for SEB, which is a recent arrival and still has only a small share," Mr Lescure says.

But the group also aims at revitalising its traditional products, as it did last year with the Supergrise durilium sole for its Calor irons and the new Sensor Ultracision, a revamped version of the pressure cooker which was the company's original mainstay product.

"The Volkswagen Golf killed off the Beetle, but the Ultracision has not killed off the old pressure cooker," chuckles the SEB chairman.

In financial results, the SEB group has shown a strong performance over the last three years, after carrying out a restructuring in 1983 to 1984. Calor, in particular, was a heavy lossmaker in 1984 before returning to profit in 1986, and is still much less profitable than the Tefal division.

Net profits grew 49 per cent last year to FF 1.5m, and earnings per share growth has averaged 41.5 per cent over the three years since the trough of 1984.

The cost of buying Rowenta, however, will greatly increase SEB's borrowings. SEB's FF 220m of long-term debt at the end of 1987 amounted to only around nine months' cashflow. The \$17m the group will pay for its acquisition, plus \$85m of debt it will assume from Rowenta's former owner, the US group Chicago Pacific, will take borrowings up to an estimated three-and-a-half years' cashflow.

With increased financial costs, SEB will have a hard job maintaining the 40 per cent profits growth of recent years. But it has strengthened its ambition of remaining world number one in its key product areas.

Cariplo to launch fresh plan

By Alan Friedman in Milan

CARIPLA, the leading Italian savings bank currently in negotiations to take a stake in a Catalan subsidiary of Spain's Banco Santander, is planning to launch a fresh proposal on Friday.

Mr Roberto Mazzotta, the chairman, said yesterday that the board of Cariplo will meet tomorrow to finalise a new offer "and we will transmit this to Spain on Friday morning."

The Santander deal came in for harsh criticism from Mr Carlo Polli, Cariplo vice president, earlier this week.

Mr Mazzotta shrugged off suggestions that the long-running talks with Santander had run into trouble.

When asked to explain why his vice president had attacked the deal, he replied that "we took a decision to do this deal with unanimous board consent and negotiations are going forward."

Under the terms of the deal, Cariplo is to cede 30 per cent of its Istituto Bancario Italiano subsidiary in exchange for 30 per cent of Banco Jover, a Santander subsidiary, plus one per cent of Santander's stock.

But "modalities" of the deal still need to be worked out, Mr Mazzotta said.

Cariplo yesterday released its first consolidated balance sheet, which showed a 1987 net profit of L240bn (\$177m), up 18.8 per cent on 1986.

Cariplo's total assets at the end of last year amounted to L75,422bn.

Legal threat to Daimler talks

By DAVID MARSH IN BONN

THE ALREADY complex negotiations for Daimler-Benz, the West German motor group, to take a 30 per cent stake in Messerschmitt-Bölkow-Blohm (MBB) face further complications as a result of a threatened lawsuit by minority family shareholders of Dornier, the aerospace group in which Daimler has a 65.5 per cent stake.

The Dornier family, which is already embroiled in a dispute with Daimler over the motor company's plans to push through a capital increase of Dornier, warned yesterday that it could take legal action to ensure that its rights were upheld in any Daimler-MBB link-up.

The news came as Government Ministers conferred yesterday afternoon with officials from the Bavarian Government over more official funding for the Airbus airline project to accompany a link-up.

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Cariplo's total assets at the end of last year amounted to L75,422bn.

Mr Erich Riedl, state secretary at the Economics Ministry in charge of aerospace, confirmed in Munich that any MBB stake taken by Daimler would involve an increase in the DM600m (\$633m) nominal capital of MBB, currently majority owned by the federal states of Bavaria, Hamburg and Bremen.

A large capital injection by Daimler would dilute the federal states' shares from the current level of just over 50 per cent to 36 per cent.

This would give Daimler management control of MBB only under the "essential condition" that the motor company was spared any financial responsibility for Airbus risks.

MBB is the West German partner in the four-nation Airbus industrial consortium through its subsidiary Deutsche Airbus.

The size of present and future losses at Airbus has strongly handicapped several years of Bonn Government efforts to encourage industrial shareholders to top up the MBB capital.

Yesterday's talks, in which Mr Gerhard Stoltenberg, the Finance Minister, and Mr Martin Bangemann, the Economics Minister, both took part, were aimed at refining government offers of guarantees to MBB to tide it and Daimler over a heavy period of cash outlays spreading throughout much of the next decade.

The investigation echoes the demand for clarification by the Italian stock exchange authorities earlier this year of Mr Gardini's controversial restructuring of the Montedison group and its holdings.

Dow Chemical, the US company which had taken a stake in Montedison, officially complained about the operation on the grounds that it damaged minority shareholders in both Montedison and Metta, a financial services subsidiary.

COB officials indicate that Beghin-Say, in which Mr Gardini controls 56 per cent of the voting rights, appears to have given inadequate information to minority shareholders, and are investigating whether the transaction ought to have been put to an extraordinary shareholders' meeting for approval.

According to French press reports, Mr Gardini used Beghin-Say, at the time, to cash out after a FF 1.5bn rights issue, to buy 7 per cent of Montedison for FF 1.9bn last year in his bid to

take control of the chemicals company.

This stake was then swapped for European Sugar's stake in St Louis, the competing French sugar group, with a cash balance, for a total value of only FF 1.05bn.

The investigation echoes the demand for clarification by the Italian stock exchange authorities earlier this year of Mr Gardini's controversial restructuring of the Montedison group and its holdings.

Dow Chemical, the US company which had taken a stake in Montedison, officially complained about the operation on the grounds that it damaged minority shareholders in both Montedison and Metta, a financial services subsidiary.

Whereas in the Beghin-Say transaction, Mr Gardini wrote down the value of the Montedison holding to take account of the fall in its stock market value after the October crash, in the Ferruzzi restructuring he used the book value of Ferruzzi's Montedison stake without accounting for its market fall.

The group's 1987 sales fell 5 per cent with 75 per cent of the downturn resulting from lower sales of coke, a coal derivative used as fuel for blast furnaces.

Ruhrkohle plans to cut production capacity by 10m tons to around 45m tons by 1995.

U.S. \$100,000,000

TNT
TNT Limited
Subordinated Floating Rate Notes Due 1996
Interest Rate: 8.60%
Interest Payable: 20 July 1990
Interest Payment Due: 20 January 1991
U.S. Dollars 100,000,000 U.S. \$100,000,000
Credit Suisse First Boston Limited
July 6, 1988

U.S. \$100,000,000

BIL

Brierley Investments Overseas N.V.
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Floating Rate Notes Due 1992
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Brierley Investments Limited
(Incorporated with limited liability in New Zealand)

In accordance with the terms and conditions of the Notes, notice is hereby given, that for the interest period from July 6, 1988 to October 6, 1988 the Notes will carry an interest rate of 8.075% per annum. The amount payable on October 6, 1988 will be U.S. \$206.36 per U.S. \$10,000 principal amount of Notes.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank
July 6, 1988

CHASE

TO HAVAS SHAREHOLDERS

The Annual Shareholders Meeting was held on June 24th at Company headquarters.

A per share dividend of FF 8.00, for a total dividend of FF 12.00 including the "avoir fiscal" tax credit, was declared for 1987. Dividends will be payable from July 15, 1988.

After reviewing the excellent results achieved in 1987, Pierre DAUZER, Chairman of the Board, underscored:

- the promising outlook for the current year which should see income growth of some 15% at least;
- the expansion of international activities, which are expected to generate some 30% of income within the next five years, in preparation for the single European market scheduled for 1992.

For further information, please contact:

- the around-the-clock telephone information service at (33-1) 47.47.96.96;
- the Investor Information Service at (33-1) 47.47.30.00.

July 6, 1988

Financial Times Wednesday July 6 1988

INTL. COMPANIES AND FINANCE

George Graham on the French durables group after the Rowenta deal

SEB steams into the big league



SEB has for years had a reputation abroad of being "the other" French manufacturer of kitchen equipment - long after it had outstripped Moulinex in sales, and long after it had overshadowed its more famous but elderly and less-prone rival in profit performance.

With the acquisition of Rowenta, the West German household products company, SEB can move into a different league. It will still be a long way short of Electrolux, the Swedish giant, but its FF 7.5m (397m) or so of sales this year will give it a European stature that it lacked before.

Mr Emmanuel Lescure, who has been with his family's firm since 1961, mostly on the sales side, and became its chairman 12 years ago, says: "We are not a financial group; we are not a conglomerate; we are a specialist in small household equipment."

But if SEB itself has been little known outside France, where the company's own name is used as a brand, it is more famous with the Tefal brand, acquired in 1968, or with Calor, bought in 1972.

With Tefal, the group is world leader in non-stick cookware, with an estimated market share of 20 per cent. Unlike most other non-stick cookware producers, who use Du Pont technology, Tefal makes its own non-stick coating.

SEB is also number one in a world market for pressure cookers, estimated at 6.3m units, as well as leader in chip fryers, claiming 25 per cent of the European market. In toasters it claims to be European leader with a share estimated at 13 per cent, but only just ahead of Rowenta, which it is acquiring.

The Rowenta acquisition will also push the group into first place in the world steam iron market, where it sells largely under the brand name of Calor. Mr Lescure ranks his group last year as fourth in the world and second in Europe, with 20 per cent of the irons market, just behind Rowenta.



France still represented 54 per cent of SEB's FF 3.74m sales last year, and is heavily dominant in its home market in areas such as pressure cookers and steam irons.

"In France we say we have 80 per cent of the pressure cooker market. If we told the truth we might have trouble with the competition authorities," Mr Lescure says.

The revival of Moulinex, which is back in the black again, and the advent of new competitors in the household equipment market, such as Black & Decker or Tefal, may intensify competition for SEB on its home turf.

But the group has developed strongly in other markets. Where French sales grew by an average of 3 per cent a year in volume between 1983 and 1987, North America showed 12 per cent volume growth - SEB is particularly strong in Canada and Japan 20 per cent growth.

In the product area, too, SEB is expanding, with a particular accent on weighing machines.

The fast developing segment of the weighing market is in electronic scales, which already accounts for 20 per cent of the French market and is growing fast. It is one of the most exciting markets for SEB, which is a recent arrival and still has only a small share," Mr Lescure says.

But the group also aims at revitalising its traditional products, as it did last year with the Supergrise durilium sole for its Calor irons and the new Sensor Ultracision, a revamped version of the pressure cooker which was the company's original mainstay product.

"The Volkswagen Golf killed off the Beetle, but the Ultracision has not killed off the old pressure cooker," chuckles the SEB chairman.

In financial results, the SEB group has shown a strong performance over the last three years, after carrying out a restructuring in 1983 to 1984. Calor, in particular, was a heavy lossmaker in 1984 before returning to profit in 1986, and is still much less profitable than the Tefal division.

Net profits grew 49 per cent last year to FF 1.5m, and earnings per share growth has averaged 41.5 per cent over the three years since the trough of 1984.

The cost of buying Rowenta, however, will greatly increase SEB's borrowings. SEB's FF 220m of long-term debt at the end of 1987 amounted to only around nine months' cashflow. The \$17m the group will pay for its acquisition, plus \$85m of debt it will assume from Rowenta's former owner, the US group Chicago Pacific, will take borrowings up to an estimated three-and-a-half years' cashflow.

With increased financial costs, SEB will have a hard job maintaining the 40 per cent profits growth of recent years. But it has strengthened its ambition of remaining world number one in its key product areas.

New Issue

INTERNATIONAL COMPANIES AND FINANCE

LVMH

MOËT HENNESSY. LOUIS VUITTON

At its Annual Meeting of Shareholders held on 23rd June 1988, the management of LVMH Moët Hennessy Louis Vuitton reported strong interim sales progress and forecast a solid performance for 1988.

Management reported that net sales through the first five months of 1988 were running 28% ahead of the prior year level, with the best gains coming in the Cognac and Luggage sectors. Joint distribution since July 1987 of LVMH and Guinness products, particularly by Jardine Wines and Spirits in Japan, also had a strong positive impact on reported sales.

LVMH FORECASTS STRONG GROWTH FOR 1988

growth through the first five months of 1988; this impact will diminish over the balance of the year, as second-half results for both years will reflect the benefits of this agreement. For the full year, sales are expected to show an increase of approximately 20% over the 1987 level of FF 13.2 billion and profits are expected to increase at a greater rate.

Shareholders approved all proposed resolutions, including a 1987 dividend of FF 32 per share, before "Avoir Fiscal" tax credit; the 1987 dividend represents a 28% increase over the prior year level.

Foreign banks vie for base in Pakistan

By Mohammed Afzal in Islamabad

THREE FOREIGN banks are among 43 applicants to open investment banks in Pakistan. The Government is expected to allow two of the three - Grindlays Bank of the UK, Citibank of the US and the Luxembourg-based Bank of Credit and Commerce International (BCCI), in which Pakistanis hold several senior management posts - to open Pakistan's first two privately owned foreign investment banks.

Each will be asked to bring in a minimum of \$5.5m in equity capital in foreign exchange, and will also be able to raise money for equity in Pakistan.

Pakistani investors will be allowed to start six more such institutions, making a total of eight privately owned investment banks. They, as well as the foreign banks, will be allowed to issue instruments encashable in 30 days.

Existing investment banks are either wholly or predominantly government-owned and their resources are considered inadequate for financing significant private-sector investment.

All commercial banks in Pakistan were nationalised in the mid-1970s.

"OUR GOAL over the next two to three years is to be not up to the same level as Bosch - they're in another dimension - but to be an alternative, which is what the European vehicle industry needs."

The speaker is Mr Alessandro Barberis, short, stocky, and with an earnest, blunt air much more in keeping with Birmingham than Bolzano.

Which is appropriate because it is in Birmingham, more precisely within a former Lucas Industries components plant, that the man presiding over the fast-evolving Magneti Marelli motor components group is giving a notoriety rare interview.

"In Europe, it is still only Bosch which has got the really big dimensions of scale and innovation - but we are now working towards it, with a very strong effort in electronics," he says.

Clearly, Mr Barberis intends the "we" to apply to others of Europe's larger component makers. For them, like Magneti Marelli, he believes, are facing an intensely challenging period induced by the planned EC market harmonisation in 1992, the threat of a Japanese components industry influx behind Japanese vehicle manufacturing in Europe and, indeed, vehicle manufacturing's accelerating coalescence into a single world-wide industry.

The Japanese wish to enter and I don't believe in protectionism - I believe in having the capacity to compete. But they are so aggressive; they want to dominate, so we've got to be cautious. We still need time to organise.

It is the knowledge that not much time is available that has led to a wholesale restructuring, including acquisitions, for the Magneti Marelli group since the end of 1986. The reshape is still dovetailed neatly with Lucas Industries' own motor components restructuring.

Other relatively "household" names in the industry now under the Magneti Marelli banner include Jaeger, Cavis and Veglia (instruments), Sizem (lighting) and Climatizzazione (air-conditioning).

The strategy evolved has been based on the belief that "it is important for the future to integrate the businesses, not let them evolve separately."

"In this way it allows Magneti

to concentrate financial and R&D investment, select priorities and obtain economies of scale," says Mr Barberis.

In that context, however, Mr Barberis is anxious to clear up one widespread misconception.

"Frequently people say 'You are Fiat' but it is important to understand that we are a public company, not 100% owned Fiat, and that we have 3,000 other shareholders."

Fiat's holding is, however, a controlling one - 55 per cent -

Magneti gears up for Europe

John Griffiths on prospects for the expanding car components group

That future, he stresses, already does not depend on Fiat itself as a captive customer. Only 30 per cent of total sales are made to Fiat, virtually all the remainder to other car companies.

The pan-European approach, he declares, is necessary for 1992 as is closer collaboration between car component makers.

In that context, he dismisses suggestions that vehicle makers themselves may be lured at the larger amounts of value-added going to electronics and other components suppliers as cars become more complex, and that they may want a larger share for themselves.

"I believe this is not true. Profits in components are very low, whether it's Bosch, Magneti or whoever - much less than car makers. The profit is still in the car, not in the components."

"That's one of the reasons why we need to establish a closer partnership; because if the relationship stays only commercial, the result is not only to reduce the component maker's profit, it then does not have the resources to innovate on its own behalf, which would contribute to lowering the costs base - and hence improving the profitability of the car maker itself."

Such symbiotic relationships have long been enjoyed in the Japanese components industry - with which, however, Mr Barberis sees only limited prospects for collaboration.

"Yes, I'll consider joint ventures with the Japanese - but only ones where we hold the majority and where what's being produced is our product," he stresses.

The fate of so many joint ventures, where the western company has come to depend on its Japanese partner for innovation as a prelude to its demise, is one that, Mr Barberis stresses, he does not intend Magneti Marelli companies to share.

Provided the European components industry performs, he suggests: "I believe European (vehicle) producers will prefer to buy from European factories."

Apart from lighting, R&D and production engineering for all of Magneti Marelli is in the UK and headquartered at the Birmingham facility. All production engineering has been transferred there "because I find good production and production engineering here."

Mr Barberis is reluctant to talk about the prospect of further acquisitions. "At the moment we have enough to work on. Don't rule it out for the future. But there's still a lot to do in deciding product lines and strategy."



Alessandro Barberis (left), of Magneti Marelli, does not believe in protectionism. I believe in having the capacity to compete.

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NEVI

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DKK 600,000,000 Floating Rate Notes due 1993

Tranche A of DKK 300,000,000

In accordance with the provisions of the Notes, notice is hereby given that, for the three months period, 6th July, 1988 to 6th October, 1988, the Notes will bear interest at the rate of 8 1/4% per cent. per annum. Coupon No. 8 will therefore be payable on 6th October, 1988 at DKK 2284.03 per coupon for Notes of DKK 100,000 nominal.

Agent Bank
KANSALLIS-OSAKE-PANKKI
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BankAmerica
Corporation

(Incorporated in the State of Delaware)

U.S. \$400,000,000

Floating Rate Subordinated Capital Notes Due 1997

Holders of Notes of the above issue are hereby notified that for the next Interest Sub-period from 7th July, 1988 to 6th August, 1988 the following will apply:

1. Interest Payment Date: 7th September, 1988
2. Rate of Interest for Sub-period: 8% per annum
3. Interest Amount payable: US \$355.56 per US\$ 50,000 nominal for Sub-period:
4. Accumulated Interest Amount payable: US \$681.08 per US\$ 50,000 nominal
5. Next Interest Sub-period will be from 6th August, 1988 to 7th September, 1988.

Agent Bank
Bank of America International Limited

Sumitomo Electric ahead

BY OUR FINANCIAL STAFF

CONSOLIDATED NET earnings for Sumitomo Electric Industries, Japan's largest electric wire and cable maker, rose by 12.7 per cent to Y18.82bn (\$132.5m) or Y21.97 per share in the year ending March 31, from Y16.69bn or Y25.47 in the previous fiscal year.

Pre-tax earnings were Y36.42bn, up 15 per cent from Y31.68bn in fiscal 1986. Sales grew by 5 per cent to Y768.61bn.

Strong domestic demand during the year helped the company,

according to company officials, with a construction materials subsidiary reporting considerable sales and earnings gains as the Government spurred construction activity during the year.

Low interest rates helped cut non-operating costs by 8.3 per cent.

Pre-tax earnings were Y36.42bn, up 15 per cent from Y31.68bn in fiscal 1986. Sales grew by 5 per cent to Y768.61bn.

Sumitomo Electric officials are optimistic about sales and earnings,

New Issue
July 6, 1988

Ajinomoto climbs 15%

BY OUR FINANCIAL STAFF

AJINOMOTO, JAPAN'S leading integrated food processor, yesterday reported a 15.4 per cent gain in consolidated net earnings to Y16.59bn (\$122.5m) or Y26.30 a share in the year ending March 31, from Y14.37bn or Y25.31 the previous year.

Sales rose by 15.5 per cent to Y83.45bn from Y68.23bn. Pre-tax profit surged by 25.2 per cent to Y36.57bn from Y28.98bn.

The overall sales rise was attributed to an increase in foodstuff

sales, which increased to Y156.19bn from Y141.98bn. This defrayed slight slips in the company's Ajinomoto food seasonings, oils and fats and other product lines.

Cost savings as part of restructuring moves and income from other sources contributed to the positive climb in net earnings.

The company forecast that sales this year would total Y500,000bn.

This advertisement appears as a matter of record only.



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(Magyar Nemzeti Bank)

Budapest

DM 200,000,000
6 1/4% Bearer Bonds of 1988/1994

Offering Price: 100 1/4%
Interest: 6 1/4% p.a. payable annually in arrears on July 6
Repayment: July 6, 1994 at par
Listing: Frankfurt am Main

Deutsche Bank
Aktiengesellschaft

Bayerische Vereinsbank
Aktiengesellschaft

DG BANK
Deutsche Genossenschaftsbank

Arab Banking Corporation -
Daus & Co. GmbH

Creditanstalt-Bankverein

DSL Bank
Deutsche Städte- und Landesrentenbank

Nomura Europe GmbH

BHF-Bank

Dresdner Bank
Aktiengesellschaft

Westdeutsche Landesbank
Girozentrale

Banque Paribas
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Aktiengesellschaft

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Bayerische Hypotheken- und
Wechsel-Bank
Aktiengesellschaft

Deutsche Girozentrale
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WestLB International
Aktiengesellschaft

INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Dealers wary of reversal in dollar's good fortunes

BY DOMINIQUE JACKSON

TRADING IN the Eurobond market yesterday was mainly inter-professional and currency-driven, as dealers watched the foreign exchanges for any sign of a reversal in the dollar's recent good fortunes as the US returned after the long Independence day weekend. New issue activity was once again restricted to equity-linked or targeted deals.

Eurobonds were marginally easier where changed, attributed by dealers largely to the resilience of the dollar itself, which was buoyed by nerves about rising tension in the Gulf and the prospect of higher oil prices.

The renewed strength of sterling in the wake of Monday's base rate rise to 10 per cent prompted a much firmer tone to the gilt-edged and Eurosterling markets. Professionals rushed back into the market to ensure that short positions built up over the last few days were adequately covered.

Longer-dated gilts finished up to 1½ points better with gains of about a full point registered at the longer end of the Eurosterling curve.

However, although many dealers believed the rally could continue today - depending on the pound's performance - most noted that there had been only limited interest from retail accounts.

Domestic government bond prices in West Germany traded quietly within a narrow range. Most slipped slightly following the New York opening after starting marginally firmer on short covering. Euromarket prices were steady to a little better where changed.

The Swiss bond market saw average to low turnover with prices ending slightly firmer where changed. A SF150m issue for Austria's Asfinag traded for the first time, up to 99 compared with its 99% issue price.

In spite of the somewhat lack-luster tone of the dollar bond markets, Nomura International

brought a \$150m straight deal for Finnish Export Credit. The coupon is 8% per cent while the issue price was set at 101.025. The two-year maturity on the deal was thought to be its most attractive feature and should generate demand from investors only really happy to take dollar-denominated paper at the short end of the yield curve. The lead manager said the deal was trading within its total 1½ fees.

Nomura also led an equity-linked deal for Sumitomo Cement, a \$100m four-year issue

INTERNATIONAL BONDS

with warrants which is guaranteed by Sumitomo Bank. The coupon is indicated at 8% per cent.

Nikko Securities was the lead manager of the day's other two equity warrant offerings. These included a \$120m five-year deal for Mitsubishi Cable Industries, backed by Mitsubishi Bank, carrying a coupon indicated at 7½ per cent. Nikko was also lead on a \$100m five-year deal for Seisan Plastics, guaranteed by Sanwa Bank, where the coupon is indicated at 4½ per cent.

All the deals were bid at small discounts to issue price, which was par on all three bonds. Syndicate managers said the sector was groaning somewhat under the weight of new paper, of which there has been an unusually high volume lately, with more than \$1.5bn issued last week.

Although the sector usually operates in virtual isolation from the rest of the Eurobond market, influenced more by the Tokyo Stock Exchange than by any fixed-income market, it appears that borrowers coming to tap the sector are now as concerned about the possibility of rising interest rates as issuers of straight bonds in any other currency.

Several more equity warrant deals are still lined up to come

in Switzerland. Marukyu issued a SF75m convertible five-year bond on which the coupon is indicated at 7% per cent. Swiss Bank Corporation was the lead manager on the issue.

Bank Leu led a SF35m deal for Tabal Espec Corporation. Another five-year deal, the coupon price was fixed at 10% per share, representing a 14.86 per cent premium over Monday's closing share price.

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Bank Leu led a SF3

UK COMPANY NEWS

RENTAL SIDE DOES BETTER THAN EXPECTED WITH MARKET DECLINE SLOWING

Granada rises 27% to £58.3m

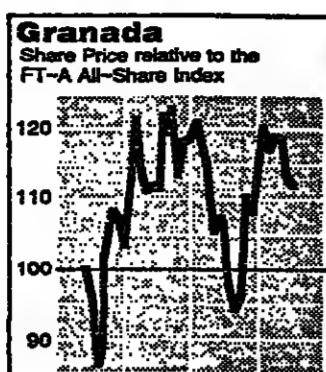
BY NIKKI TAIT

Granada, TV, leisure and business services group, yesterday reported a 27 per cent increase in first half profits to £58.3m, slightly lower than the more optimistic City forecasts. The shares slipped 4p to 315p.

The figures for the 28 weeks to April 16 take in a 3% contribution from Electronic Rentals Group, TV and video rental/retail business, acquired for £250m in December, and earnings from the much smaller Mainstay computer servicing business for 2% months. Making a first full contribution were Laskys, electrical retailer, purchased in October 1986, and WSL, holiday business, acquired in May 1987.

Last year's figures included certain European TV and video rental businesses which have since been sold.

Yesterday, the company declined to break out the ERG contribution, but pointed to City estimates which suggest a £5m benefit at the pre-tax level. Mainstay's contribution was described as immaterial whereas WSL, heavily seasonal, made a first small first-half loss, and Laskys broke even.



Derek Lewis, retail margins under pressure

Earnings per share advanced 12 per cent to 11.9p on a fully-diluted basis after an unchanged 38 per cent tax charge. The interim dividend goes up 14 per cent to 4p a share.

Within the operating profit of £68.1m (£52.4m), the rental and retail contribution continued to make the largest contribution.

Profits, helped by ERG, rose to £34.9m (£27.1m) on sales of £356m.

See Lex

Hammerson makes £30m property acquisition

BY PAUL CHEESERIGHT, PROPERTY CORRESPONDENT

Hammerson, the third largest of the British property investment groups with a portfolio of £1.6bn, has made its largest acquisition for two years.

It is buying the headlease of the Merseyway shopping centre in Stockport and the freehold of an office and shop development in Chancery Lane, central London, for £30m, from the Church Commissioners.

Payment is in shares and cash. Hammerson will pay £4.75m in cash and issue the Church Commissioners 2.63m 'A' shares – those most frequently traded but with limited voting rights – and 735,000 ordinary shares at a price of 75p each.

This is a premium of 10p over the market price of the shares before the announcement. Yesterday Hammerson shares were marked down to close at 63p, a fall of 5p.

The purchases are a consolidation of the Hammerson portfolio. The group already has leased from the Church Commissioners

physical integration work should be complete by September, but the company says that it will be 1988/89 before the significant cost-savings feed through to profit.

On the television side, operating profits were up from £10.5m to £13.6m, on sales of £122m. Advertising revenue showed a strong advance, with the company's market share recovering to about 10.9 per cent.

In the leisure division, profits rose from £3m to £12.2m. The bingo side enjoyed a 1 per cent rise in admissions, a delayed response to the national game and refurbishments, suggested Mr Lewis. Motorway services also performed well.

Business services – ahead of the £10m DPCE acquisition in May – made £4.3m (£2.6m). Having started to integrate DPCE, Granada said the initial signs of a slowdown. Retail suffered from margin pressure, due to pre-Christmas overstocking at rival chains.

Granada plans to close about 185 shops in the wake of the ERG acquisition, leaving about 855. Both the Granada and the Vision-Home names will be kept. The

See Lex

Aurora in agreed £1.8m bid for North British

BY DAVID COHEN

Aurora, Sheffield-based engineering company, has emerged as the bidder for North British Steel Group (Holdings) and said yesterday that its £1.8m cash offer had been endorsed by the foundry company's board.

The offer is pitched at 35p a share, 3p lower than the price at which North British shares were suspended last Wednesday after it announced a takeover approach.

Trading resumed yesterday at 34p but the shares later crept up to close at 37p. Aurora's share price was unchanged at 104p.

Aurora has received undertakings of acceptance from holders of 30.3 per cent of the equity. In addition, Aurora has acquired at a discount, the 1m £1 North British preference shares previously held by Royal Bank of Scotland.

Mr Douglas Morton, Aurora managing director, said the offer reflected his company's need to relocate its Meadowhall steel foundry business by January of

1989. Sale of the site for £15m was agreed in September 1986. There was also significant rationalisation potential.

Last month, North British announced a pre-tax loss of £275,000 for the 28 weeks to April 16, with sales down by £260,000 to £6.9m. The company had been reorganising operations but said full benefits were only likely to become apparent after August. No dividend has been paid since 1983.

Frazer-Nash

Frazer-Nash, hi-tech engineering group, reported pre-tax profits of £1m for 1987, a 29 per cent improvement on the previous £785,000.

Turnover rose by 26 per cent to £18.62m (£14.72m). The proposed dividend is stepped up by 5p to 13p and earnings per £1 share rose from 57p to 66p after tax of £886,000 (£368,000).

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Delta expands steel fittings operation

Delta, electrical, engineering and industrial services group, is paying Sun Alliance £3m cash for Donald Brown (Brownhill).

Described as an important supplier of stainless steel fittings for instrumentation and control systems, Brownhill, formerly part of Sun Alliance's National Vulcan subsidiary, operates from two manufacturing locations in the Manchester area. It has some 200 employees and in 1987 achieved sales of approximately £4.5m.

Delta already has a sizeable interest in stainless steel compression fittings through its Wade Couplings operation.

The world's largest employment services group

A. G. Berry
Chairman & Chief Executive

'In the half year to 30th April 1988 the Group achieved record profits before taxation of £28m

Earnings per share increased by 41% over the previous period last year on substantially increased share capital.

I am confident that the Group's record trading levels will continue into the second half year where traditionally the majority of our profits are earned.'

OVER 1900 BRANCHES IN 33 COUNTRIES

UNAUDITED INTERIM RESULTS 1988

	Half year to 30th April	Year to 31st October	
1988	1987	1987	
Sales	£m	£m	£m
Profit before tax	28	5	29
Earnings per share	2.4p	1.7p	6.6p
Dividends per share	0.6p	0.2p	0.8p

For further information and a copy of our 1988 Interim Results & the Annual Report, write to or fax

BLUE ARROW PLC

The Company Secretary, Blue Arrow Plc,
Mercury House, Triton Court, 14 Finsbury Square, London EC2A 1BR
FAX: 01-638 6298

This advertisement has been approved by an authorised person for the purposes of the Financial Services Act 1986. Blue Arrow plc is required by the rules of the Securities & Investments Board to indicate that past performance is not necessarily an indication of future performance.

Harris bid expected today at near 190p

BY CLARE PEARSON

By Maggie Urry

The long-awaited bid for Harris Queensway, beleaguered furniture and carpets retailer, is expected today with speculation centring on a price of 190p. Yesterday its shares rose 3p to 176p.

The bid approach was first revealed early in May when Harris Queensway reported a 10% profit for the year ended January. A fortnight ago a two-week deadline was put on the talks with Mr James Gulliver, the head of the consortium behind the bid.

Any offer will need the support of Sir Phil Harris, Harris Queensway's chairman, to have a good chance of success since he has a 16.5 per cent holding and has influence over a 23.5 per cent stake held by Great Universal Stores.

Analysts argue that 190p appears a high price for the business, valuing the whole at nearly £45m. But that may be the price of Sir Phil's agreement, on top of allowing him to buy back part of the group. The net asset value of the group, in the January 31 balance sheet, was £14.5m and even a property revaluation might not bring it as high as the offer price.

Mr John Richards, retail analyst at stockbroker County NatWest WoodMac, also points out that since the negotiations started base rates have risen by two percentage points. With mortgage rates now expected to rise, Mr Richards says, the business could be adversely affected.

Atlantic Assets scheme backed

By Nikki Tait

A revised reconstruction scheme for Atlantic Assets, the £150m investment trust managed by Edinburgh-based Ivory & Sime, yesterday won the whole-hearted backing of shareholders.

At an extraordinary meeting yesterday the proposals were passed on a show of hands. However, the company said that proxies were 99 per cent in favour.

The revised scheme gives shareholders a choice of switching into another existing investment trust, Independent, or taking shares in Ivory & Sime's offshore umbrella investment company, the Atlas Fund. Independent shareholders have also approved the scheme – again with 99 per cent of proxy votes in favour.

An earlier, and more complicated, reconstruction scheme for the trust was voted down by Atlantic shareholders in February.

Phoenix sees the acquisitions as a way of expanding its timber importing, manufacturing, and distribution activities. C.H. Smith imports timber and manufactures scaffold boards, while Charles Jones to Phoenix Timber, best known for its wood processing, for £4m in cash.

Phoenix sees the acquisitions as a way of expanding its timber importing, manufacturing, and distribution activities. C.H. Smith imports timber and manufactures scaffold boards, while Charles Jones specialises in making timber windows and stairs.

The purchase consideration has been satisfied by the payment of £2.4m in cash and the repayment by Phoenix Timber of £1.5m worth of indebtedness to McAlpine.

In the year to end October 1987, Smith made operating profits of £455,000 on sales of £5.5m.

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UK COMPANY NEWS

S&N advances by 25%
in line with forecasts

BY LISA WOOD

Scottish & Newcastle Breweries, in which Elders XL has an 8.92 per cent holding, yesterday announced pre-tax profits of £11.1m for the 52 weeks to May 1, an increase of 25 per cent on the previous year's £9.3m.

The results, in line with City expectations, included a six-month contribution of £2.2m, after estimated financing costs of £2.4m, from Matthew Brown, Blackburn brewer, acquired last year.

The directors recommended a final dividend of 6.44p, an increase of 16.2 per cent, for a total of 9.14p (7.55p). Earnings per share rose to 20.3p compared with 18.3p.

Sir David Nicolson, chairman said: "For the sixth consecutive year we are able to report strong

profit growth. Since 1982 profit before tax has increased on average by 23 per cent per annum.

The drinks and public house house division contributed an operating profit of £10.9m, compared with £8.7m in the previous year.

In the on-trade the volume of beer sales were flat. This was attributed to some lost volume because of restructuring at Home Brewery and a difficult Scottish market.

Loans to free-trade customers increased to £104.4m compared with £98.1m in the previous year.

Beer sales in the take-home trade, which accounts for about 20 per cent of S & N's sales, were up in line with the market with brands performing well.

Mr Alick Rankin, chief executive, said the prospects for Mat-

thew Brown were good but the time required to sort out the business may be slightly longer than expected.

Substantial investment, he said, needed to be made in Matthew Brown's public houses.

The group's Thistle Hotels contributed an operating profit of £19.1m compared with £14.7m the previous year with occupancy up on the previous year.

An extraordinary credit of £2.8m came from the sale of a stake in Norfolk Capital Hotels.

S & N has been the object of considerable take-over speculation with City rumours last week of a stake in S & N by Bass, a major competitor. Mr Rankin said yesterday that he had no knowledge of a shareholding in S & N by Bass.

See Lex

Newman Tonks moves up 17%

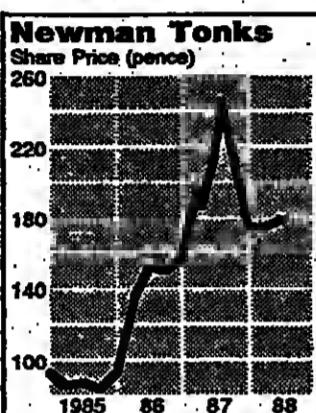
BY RICHARD TOMKINS, MIDLANDS CORRESPONDENT

Newman Tonks, door controls and building supplies group recently defeated in its bid for Henderson Group by Heyworth Ceramics, yesterday turned in a 17 per cent rise in pre-tax profits from £6.13m to £7.18m for the half year to April. Turnover increased by 6.5 per cent to £70.4m.

Earnings rose 22 per cent to 6.95p. The interim dividend is raised by just 0.3p to 3.4p in line with the group's policy of increasing the proportion of profit going to reserves. Net bid costs of £300,000 were taken below the line.

Discounting the effect of acquisitions and disposals, the underlying business increased turnover and profits by more than 15 per cent in spite of an adverse shift in the average dollar/sterling exchange rate.

Newman was in talks for three potential acquisitions, one each



face, but on present form the full-year figures should help to make amends. In the UK, still providing about 80 per cent of group sales, the buoyancy of the commercial market and a favourable regulatory environment are continuing to stimulate demand for the company's products, while Monarch in the US has increased market share from 1 per cent to 8 per cent in six years and is set to benefit from a dollar/sterling exchange rate now looking more kindly on its profits. Tonks's lack of exposure to the domestic market eases fears that it could be a casualty of rising mortgage rates, so a full-year outturn of £16.5m begins to look likely. At 180p that leaves the prospective multiple of nearly 11.5 looking a touch parsimonious for a company boasting above average yield and earnings growth.

• comment

The abortive bid for Henderson left Newman Tonks with more than a smidgen of egg on its

Price competition forces MBS out of wholesaling

MBS, the largest UK distributor of personal computers, yesterday announced that it was withdrawing from its wholesale business as a result of intense price competition, writes Vanessa Houlder.

The withdrawal was a "tough but correct" decision, said Mr Stafford Taylor, chief executive. He said that pressure on margins

followed IBM's decision at the end of last year to increase the number of UK distributors from two to eight. With just 40 dealers in the UK, no company would make money until the number of distributors were reduced to three, he said.

The closure of the Warrington-based PC distribution arm was

Caird withdraws £7.6m offer for Wistech

Caird Group, the property development and waste disposal company, has withdrawn its original £7.6m offer for Wistech, a specialist cleaning and materials handling group.

A spokesman for County NatWest, Caird's advisers said that the offer was subject to a precondition that the auditors report on Wistech was satisfactory. Caird does not feel that the report satisfies the original valuation.

However, Caird has tabled proposals for an alternative offer which the Wistech board is considering.

It seems inevitable that any revised offer will be lower given that Wistech, which is quoted on the OTC market, yesterday reported a loss of £444,000 in the six months to end-March.

The deficit compared with a loss of £182,000 in the same period last year and a profit of £401,553 in the full year to end-September 1987.

Turnover for the six month period rose to £5.82m (£3.89m).

Pilkington lifts Finnish holding

Pilkington, UK glass manufacturer, has increased its shareholding in Lahden Lasitehdas, a Finnish glass company, from 44.4 per cent to 71 per cent. The Helsinki government has sold its one-third stake in Lahden for £4.5m (£2m). Other shareholders also bought part of the state's holding. They include Finnish insurance companies Pohjola and Ilmarinen, which together have 18 per cent, and Lahja, a building materials group.

INTERIM RESULTS 1988

GRANADA

PROFIT BEFORE TAX AT £58.3m
UP BY 27%

EARNINGS PER SHARE AT 12.7p
UP BY 20%

DIVIDEND DECLARED OF 4.0p
UP BY 14%

"Growth has been achieved within each of our four business areas. We shall continue to concentrate management and financial resources on sustaining that growth."

Alex Bernstein Chairman

28 WEEKS ENDED 16 APRIL 1988

	1988	1987	ended 3.10.87
Profit before tax	£58.3m	£45.9m	£111.1m
Earnings per share - basic	12.7p	10.6p	25.5p
- fully diluted	11.9p	10.6p	25.2p
Dividend per share	4.0p	3.5p	9.8p

Granada Group PLC

36 Golden Square, London W1R 4AH. 01-734 8080. The full version of the Interim Statement has been sent to all shareholders and is available at the above address.

The contents of this statement have been approved for the purposes of Section 57 of the Financial Services Act 1986 by an authorised person. The company is required to state that past performance is not necessarily an indication of future performance.

Some figures speak for themselves . . .

UK COMPANY NEWS

Sunny days help profits at CHI double to £9m

BY CLAY HARRIS

SUNNY DAYS for car sunroofs helped CHI Industrial to achieve pre-tax profits of £9.33m in the year to April 2, more than double the £4.31m result reported for the previous 12 months. Turnover rose by 97 per cent to £110m against £56m.

The acquisitive industrial holding company's fully diluted earnings per share advanced by 36 per cent to 12.67p (9.32p).

CHI's specialist engineering and design division nearly trebled sales to £44.5m and profits to £4.2m, reflecting not only the strong demand for Tudor Webasto sunroofs but also contributions from five acquisitions during the year.

Profits from chemical and polymer products showed an unexpected decline to £1.33m (£2.05m) as a result of a £231,000 loss at Celanay, a manufacturer of polythene sheeting for agricultural uses and building film. This was attributed to raw material shortages as well as competitive pressures on margins.

This fall was offset, however, by a higher-than-expected contribution from property development and investment, largely

through CHI's share of associate companies profits.

CHI's largest acquisition last year, the carpet gripper and flooring accessories group Gripperrods, exceeded the forecast £2m half-year contribution. This helped the household products and furnishings division to report profits of £2.56m.

The group's fifth division, office products and shopping, lifted profits by 34 per cent to £1.81m.

A tax charge of £2.52m (£31.500) reflected an effective rate rising from 24.9 per cent to 27 per cent.

Minority interests – 15 per cent of motor designer Aston Martin Tickford and the West German-owned 50 per cent of Tudor Webasto – rose to £10.000 (£27.000). A US legal settlement produced a £47,000 extraordinary credit (nil).

The proposed final dividend of 3p will raise the total to 3.75p (2.6p), ahead of the 3.5p forecast at the time of the Gripperrods deal.

● comment

Holding 21 per cent of tactical maker Manganese Bronze Holdings, after a recent topping-up purchase, and 5.3 per cent of engine designer Ricardo Consulting Engineers, CHI's chairman Tim Hearnley continues to play his cards close to his chest.

Although either or both would fit well into the group, there is no

reason for precipitate action. Equity accounting the Manganese stake should contribute more than £1m the year, well in excess of the holding cost.

With gearing of only 30 per cent, CHI has several small acquisitions in the pipeline already, and larger targets are getting more than once-over from its opportunistic eyes. The only cloud is the polythene operation, where heavy investment is one option being considered. However, patience with losses will not stretch to another year, so a disposal cannot be excluded if the market doesn't improve smartly.

Excluding acquisitions, pre-tax profits should rise to £14.2m. Considering the management's record, the prospective fully diluted p/e of 10.4 is undemanding.

Pepe boosts margins and profits rise 42%

BY FIONA THOMPSON

Pepe, USM-quoted leisurewear group, yesterday reported pre-tax profits of 42 per cent ahead of £2.41m for the year to March 31. The advance from £5.91m was made on sales of £72.94m (£52.24m). Earnings per share rose by 43 per cent to 22.8p.

Pepe designs, imports and wholesales jeans and a range of casual wear in the UK and overseas under the Pepe, Hard Core and Big Stuff brand names. The company, which has its origins in the early 1970s in two market stalls in London's King's Road and Portobello Road, has had an excellent year, according to Mr Roger Rowland, chairman. The Pepe brand continued to perform well and improved margins substantially, he said.

UK sales amounted to £40m, the rest of Europe, £20m, the US, £10m and Australia and Asia just over £2m. Sales grew by more than 10 per cent, while the US was affected by the market slowdown after the crash but reported good profit growth. The Australian subsidiary had established itself quickly.

The one troubled area during the year was Buffalo, the French clothing company acquired in February 1987. A problem with one of its fabric suppliers – getting the colours wrong and flaws in the fabric – and selling prices lower than anticipated prompted the company to re-size the business, cut stock and employees and strengthen management. The result was a trading loss of £2.3m but Buffalo's break-even point has now been reduced by 30 per cent and it was now trading profitably.

Pepe is also now sourcing between 50 and 60 per cent of Buffalo's range in Greece. All the Pepe Hard Core and Big Stuff clothes are manufactured in Hong Kong, India and Taiwan.

The company's present European markets include France, West Germany, the Netherlands and Belgium. This year it will expand into Scandinavia and Switzerland. It is also looking at Spain and Italy and keeping an



Roger Rowland – envisages international expansion

even closer eye on Japan. Tax tools £2.88m (£2.01m). A proposed final dividend of 3p makes a total of 4.5p (3.5p).

● comment

Pepe has a 5 to 6 per cent share of the UK jeans market, third in line after Levi's 18 per cent and Lee/Wrangler's joint 15 per cent – yet spends only a fraction of what the big boys do on advertising. The company has shown historic growth of 30 to 40 per cent over 25 per cent per annum for the next five years is not impossible; a pretty good success story for the business that began on a market stall 15 years ago. Having put the Buffalo problem behind it, the target now is to boost US sales and consider the Japanese market. The strong growth boosted these figures probably at about £500,000. Assuming the same this time, pre-tax profits for this year look like £1.5m, putting the shares, which closed 1.5p up at 22.8p, on a prospective p/e of 10.5, frankly cheap for a company showing this sort of growth.

Evans Halshaw increases Ford dealerships and calls for £18m

BY CLAY HARRIS

Evans Halshaw Holdings, Birmingham-based motor distributor, is to pay £7.5m in cash for three Ford dealerships owned by Norcros, the industrial holding company. It also launched a five-11 rights issue yesterday to raise £17.5m.

The acquisition of UBM Motors will make Evans Halshaw the first UK group to own eight Ford dealerships, following the manufacturer's decision to increase the upper limit from five.

Evans Halshaw was Ford's nominated buyer for the outlets in Bristol, Exeter and Winchester.

The new dealerships will give the company its first presence in the south-west and raise its total number of franchises to 32.

Norcros acquired the dealerships in 1985 as part of the UBM builders merchants group. UBM Motors achieved an operating profit of £1.2m on turnover of £29.5m in the year to March 31.

The transaction involves assets valued by Evans Halshaw at £9.25m but carried in Norcros' books at £8.3m.

Evans Halshaw yesterday forecast pre-tax profits of £3.6m for

the six months to June 30, a 50 per cent increase on the comparable interim result. It forecast an interim dividend of 3p and a final of 6.5p to make a total 38 per cent higher than the 7p paid for 1987.

The rights issue, Evans Halshaw's first since coming to market in May 1986, will eliminate the group's borrowings.

Shares are being offered at 28p, compared with yesterday's market price 3p lower at 34p. The issue is underwritten by Phillips & Drew, Evans Halshaw's stockbroker.

ISSUE NEWS

Tinsley Robor comes to market valued at £13m

Next time you put Queen's Live Magic or Kate Bush's Lionheart on the turntable, you will be handling the wares of Tinsley Robor. The company is the largest supplier of record sleeves and compact disc packaging to the UK music industry.

Now the specialist printing and packaging group is coming to the market via a placing which values the company at £13.1m. Granville is placing 10.07m shares, around 40 per cent of the equity, at 52p each.

The company was recently reorganised into three divisions – packaging, which prints car-

tions and labels, mainly for retailers and manufacturers; in the food and drink sector; promotional printing, which supplies the music business; and printing machinery, where the group has a distribution business.

Pre-tax profits on continuing activities have grown, with a dip in 1984/5, from £493,000 in the year to March 31 1984 to £1.81m last year, while turnover has risen from £15.8m to £22.6m over the same period. The shares are on an historic p/e of 9.5 at the placing price and the notional gross dividend is 5.1 per cent.

Market flotation gives Erostin £36m price tag

Erostin Group, property development and construction company, is joining the main market in a placing which values the group at £36m. Erostin concentrated in its early days on residential development but in recent years it has become involved more and more in commercial developments, including the Milton Keynes Marina and a retail park in Corby.

Pre-tax profits have grown from £213,000 in the year to April 5 1984 to £4.11m last year whilst turnover has risen from £3.55m to £26.4m over the same period. For the year ending April 5 1989, the highest tender was at £123, and the lowest price accepted

Erostin forecasts profits of £6.2m. Hoare Govett is placing 5.6m shares, 25.5 per cent of the equity, at 16.5p each, putting the shares on a prospective p/e of just under 9. The forecast gross dividend yield is 4.4 per cent.

• Rockfort Group: the offer for sale of the shares in the Reading-based property developer, was just fully subscribed when applications closed on Monday. Klein-Wood Benson was offering 17.84m shares at 140p each and received applications for 18.49m shares, which means that investors will receive substantially what they applied for.

York Waterworks oversubscribed

The offer for sale by tender by York Waterworks of £3m of 7.5 per cent redeemable preference stock 1987 has been oversubscribed, with applications being received for £4.42m-worth of stock, writes Nikki Tait.

The highest tender was at £123, and the lowest price accepted was £100.76. The average price obtained was £101.04.

Unlike some of the recent issues of the water companies' stock, this did not carry any voting rights – and hence was more likely to attract any of the recent stake-builders in the industry.

This is the right time to be launching an income trust, after the Budget changes which put taxation of capital gains and income on close to the same terms. In recent times, high-yielding funds have also proved successful in providing capital growth; that does not mean, of course, that they will always do so. Nevertheless, Glasgow Investment Managers, while a new name, has some old hands behind it and the offer is likely to have no difficulty in getting away successfully.

● comment

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Mining & Allied £0.35m acquisition

Mining & Allied Supplies, West Midlands-based engineer, is to pay £350,000 for Murphy-Taylor Engineering, a former sub-contractor to Mining's original two-wood Dawes business.

The consideration for Murphy

was £300,000, cash on completion and the issue of 200,000 new Mining shares on July 4 1989.

Fairbriar

Fairbriar, residential and commercial property developer, has acquired a three acre office development site in Bournemouth and a further 5.5 acres in Weymouth for a total £2.5m.

Standard Chartered

Standard Chartered PLC

(incorporated with limited liability in England)

US\$400,000,000 Undated Primary Capital Floating Rate Notes

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Determination period from 6th July 1988 to 6th August 1988, the Notes will carry interest at the rate of 8.6 per cent per annum.

Interest accrued to 8th August, 1988 and payable on 6th January 1989 will amount to US\$74.48 per US\$10,000 Note and US\$744.79 per US\$100,000 Note.

Standard Chartered Merchant Bank Limited Agent Bank

Standard Chartered

Standard Chartered PLC

(incorporated with limited liability in England)

US\$300,000,000 Undated Primary Capital Floating Rate Notes (Series 4) (of which US\$200,000,000 has been issued as the Initial Tranche)

In accordance with the provisions of the Notes, notice is hereby given that for the six month period, 184 days, from 6th July 1988 to 6th January 1989, the Notes will carry interest at the rate of 8.15 per cent per annum.

Interest payable on 6th January 1989 will amount to US\$16.56 per US\$10,000 Note and US\$165.56 per US\$100,000 Note.

Standard Chartered Merchant Bank Limited Agent Bank

The Quarterly Report as of 31st March 1988 has been published and may be obtained from:

Pierson, Heldring & Pierson NV, Herengracht 214, 1016 RS Amsterdam, Tel. +31-20-211188

Interest Rate Change

Allied Irish Banks plc announces that with effect from close of business on 5th July 1988, its Base Rate was increased from 9 1/2% to 10% p.a.

Allied Irish Bank

Head Office – Britain: 64/66 Coleman Street, London EC2R 5AL. Tel: 01-588 0691 and branches throughout the country.

This announcement appears as a matter of record only.



EUROPISTAS, CONCESIONARIA ESPAÑOLA, S.A.

PUBLIC OFFER

Number of shares: 7,469,000

Ptas. 10,456,600,000

Lead Manager

Banco Hispano Americano, S.A.

Co-Managers

Caja de Ahorros Municipal de Bilbao
Caja de Ahorros Municipal de San Sebastián
Caja de Ahorros de Guipúzcoa
Caja de Ahorros Vizcaína

SPANISH TRANCHE
5,601,750 Shares

Underwriters

Banco Hispano Americano, S.A.
C.E.C.A., Grupo Mercado de Capitales

Co Underwriters

Banco Urquijo Unión, S.A.
Banif de Inversiones y Finanzas, S.A.
Gesinca, S.A.

Agent for the Spanish and International Tranches:

Banco Hispano Americano

June 1988

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange. It does not constitute an invitation to any person to subscribe for or to purchase shares. Application has been made to the Council of The Stock Exchange for the ordinary share capital of Tinsley Robor plc, issued and to be issued, to be admitted to the Official List. Dealings are expected to commence on Friday 15 July, 1988.

TINSLEY ROBOR plc

Registered in England, number 948696

PLACING

of 10,070,006 Ordinary shares of 5p each at 52p per share

UK COMPANY NEWS

TVS gets French backing for £188m US purchase

BY RAYMOND SNODDY

CANAL PLUS, a French pay television channel, is to take a significant slice of the financing package being put together to fund Television South's \$320m (£188m) acquisition of MTM, the US independent production company.

TVS, the ITV franchise holder for the south of England, intends to finance its most ambitious deal so far with a mixture of equity, convertible loan stock and debt.

But the presence of Canal Plus, Europe's first pay television channel, emphasises the international aspects of the deal which will simultaneously increase TVS's penetration of both the American and the European television markets.

Clayform edges up Stead & Simpson stake

Clayform, the property group which is waging a £108m contested bid for Stead & Simpson, has nudged up its stake in the shoe retailer and motor group. Following the purchase of a further 5,300 ordinary shares at £14.50, Clayform now holds 35.3 per cent of this voting share class.

The predator also has acquired a further 50,880 "A" shares, and holds a 10.8 per cent interest in the non-voting equity.

The bid, which has been declared final in the absence of a competing offer, closes on July 13.

Nobo advances 34%

Nobo Group yesterday reported pre-tax profits up by 34 per cent for the year ended April 30, 1988.

On a turnover ahead 42 per cent to £13.62m, this producer of office and business equipment lifted its profit to £2.64m (£1.96m).

A total of 25 new visual aids products were launched on the market in 1987, and a further 25 will be released this year.

Earnings in the year came to 17p (13.6p) and the final dividend is 3.52p for a 5.28p total. Last year 3.25p was paid, but that would have been 4.75p had the company been listed for the full year.

Tex jumps to £1m and plans further expansion

REFLECTING the results of consolidation and progress made previously, the Tex Holdings accessories, plastics, and engineering group experienced rapid growth in the year ended March 31 1988, and has plans to expand further.

He added that in the opening two months of the current year turnover and trading were substantially ahead. The increase in trading would benefit from the acquisitions made since March - West Country Plastics, West Country Tooling, and Atkinsons (Timber & Board) importers.

Coupled with the increase in capacity being made available at RSP and Quinton and Kaines, he was confident the trend of increased activity would be maintained throughout the year.

Earnings for the past year were only doubled to 14.6p. There was also an extraordinary credit this time of £517,000, being the profit on sale of property.

Shareholders' funds totalled £3.59m, with no borrowings. Liquidity amounted to £1.1m, providing a sound base for expansion, said Mr Richard Burrows, chairman.

He added that in the opening two months of the current year turnover and trading were substantially ahead. The increase in trading would benefit from the acquisitions made since March - West Country Plastics, West Country Tooling, and Atkinsons (Timber & Board) importers.

Tex Holdings' profit before tax and distribution to partners totalled £640,000 for the year to April 30.

Johnson Fry's pre-tax profit of £1.42m was achieved on turnover that rose more than four times to £10.4m (£2.4m) - an increase that reflected a heavy investment in cars with a acquisition of City Rentals.

About two-fifths of profits were generated from fees from Enterprise Zone investments, a new business built up since Johnson Fry bought the Colegrave Group last October.

Fees from Business Expansion Schemes, for which Johnson Fry is the leading sponsor, were responsible for about a third of profits. The total raised this year under the BES was likely to exceed the £60m of last year.

The financial services business, responsible for a fifth of profits, had a reasonable year. The unit trust business was severely hit by the crash.

Both the mergers and acquisitions and car leasing businesses made a loss, although both are expected to be profitable in the next half.

Full year earnings per share increased by 38 per cent to 6.91p (4.99p). The interim dividend has been raised by 25 per cent to 1.25p.

As forecast in the prospectus, a dividend of 0.75p is recommended for the year.

Total Systems on target

Total Systems, computer systems and services supplier, narrowly exceeded its profits forecast for the 12 months to end-March.

In its first set of results since joining the USM in March this year, Total Systems unveiled pre-tax profits of £835,265 - a 68 per cent expansion on the previous year and some £10,000 above forecast.

Turnover rose to £2.88m (£2.14m). After tax of £276,714 (£177,248), earnings per 50p share worked through at 5.88p, up from 3.21p last time. Flotation costs amounted to £182,134 and were taken below the line.

As forecast in the prospectus, a dividend of 0.75p is recommended for the year.

Johnson Fry doubles at midway

By Vanessa Houlder

Johnson Fry, the financial services group, yesterday announced a doubling of profits for the half year to April 30 to £1.42m. At the same time, it unveiled an acquisition of Golding & Partners, a Bristol-based financial services business, for a maximum of £2m.

The acquisition of Golding, which is principally concerned with unit trusts and investment bonds, will double the size of financial services.

The deal is in line with Johnson Fry's strategy of acquiring provincial companies, which are expected to make use of its range of products and 64,000-strong mailing list. In addition, Golding's £25m of funds under management may lead to economies of scale in the group's investment management business.

An initial payment of £2m will be followed by additional amounts, dependent on profits, up to a maximum of £2m. Payment will be made in shares, although 72,076 of those will then be placed.

Golding's profit before tax and distribution to partners totalled £640,000 for the year to April 30.

Johnson Fry's pre-tax profit of £1.42m was achieved on turnover that rose more than four times to £10.4m (£2.4m) - an increase that reflected a heavy investment in cars with a acquisition of City Rentals.

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Fees from Business Expansion Schemes, for which Johnson Fry is the leading sponsor, were responsible for about a third of profits. The total raised this year under the BES was likely to exceed the £60m of last year.

The financial services business, responsible for a fifth of profits, had a reasonable year.

The unit trust business was severely hit by the crash.

Both the mergers and acquisitions and car leasing businesses made a loss, although both are expected to be profitable in the next half.

Full year earnings per share increased by 38 per cent to 6.91p (4.99p). The interim dividend has been raised by 25 per cent to 1.25p.

As forecast in the prospectus, a dividend of 0.75p is recommended for the year.

Vosper Thornycroft tops forecast with increase to £8.5m

BY CLARE PEARSON

Vosper Thornycroft Holdings, the warship builder which is currently awaiting news on a big order from Saudi Arabia, yesterday unveiled profits comfortably ahead of the forecast made when it returned to the market four months ago.

Profits for the year to March 31 amounted to £8.5m, against the forecast £8.1m. Both figures took into account the exceptional reallocation of £2.75m to the previous year of allowances no longer needed. Excluding this adjustment, the pre-tax profit figure was £11.28m.

The deal is in line with Johnson Fry's strategy of acquiring provincial companies, which are expected to make use of its range of products and 64,000-strong mailing list. In addition, Golding's £25m of funds under management may lead to economies of scale in the group's investment management business.

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Roy Withers: very hopeful of Saudi contract

comment

Vosper's share price has run up solely on speculation about the Saudi order recently, which was why it managed to slip back yesterday despite the encouraging results. Omens for the contract are certainly good: the company itself is as confident as it dares to be about eventual success; Vosper is the premier UK supplier of minehunters and the Royal Navy has been backing its case to the hilt. French competitors are said to have a bad record in supplying spares to the Gulf states. However, even if the order came through tomorrow, Vosper, which only starts taking profits after it has reached the 30 per cent delivery level, would see little from it in the current year.

Assuming it does not get the order, pre-tax profits are likely to emerge at only £10m or below in the current year, since the company expects to be making only relatively small scale deliveries. This puts the shares on a prospective p/e of about 9; the yield is nearly 6 per cent.

The order book currently has an average life of just over two years' work, following the award of an order last July to supply four Sandown class minehunters for the Royal Navy.

Vosper has recently embarked on a policy of diversification, taking an 80 per cent stake in a small industrial micro-electronics company and forming two joint ventures.

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Interest Rates

Grindlays Bank plc announces that its base rate for lending has changed from 9.5% to 10% with effect from 5 July 1988.

Grindlays Bank plc
Member ANZ Group

Head Office:
Minerva House, Montague Close, London SE1 9DH.

GRANVILLE
SPONSORED SECURITIES

High	Low	Company	Price	Change	div (p)	Gross	Yield	%	P/E
220	185	Ass. Brit. Ind. Ordinary	230	0	8.7	38	8.6		
220	186	Ass. Brit. Ind. C1ULS	230	0	10.0	4.3			
40	25	Armitage and Rhodes	36	0					
57	43	BBB Design Group USM	43	0		2.1	4.8	6.9	
125	125	BBG Group	125	0		2.5	2.2	22.5	
112	108	Brayton Group Co. Pre.	112	0		5.7	6.0	1.5	
149	137	Bryc Technologies	141	0		5.2	3.7	10.2	
110	100	Bremhill Group	110	0		11.0	2.9	12.8	
278	246	CCL Group Ordinary	278	-1	12.3	4.4	4.2		
151	129	Certo Plc CSD	151	0		14.7	9.7	9.2	
112	108	Certo Plc 5% Pre CSD	112	0		10.3	9.5		
280	147	Coveris Group	280	0		3.5	1.3	7.8	
94	84	Ictis Group	94	0					
119	87	Jackson Group CSD	115	0		3.4	2.9	12.8	
340	245	Matthews NV AmerISD	295	-5	10.4	3.5	11.7		
52	40	Robert Jenkins	51	0					
336	284	Scotrade	336	-4	8.0	2.4	30.5		
212	184	Shaw Group	212	-2	7.7	3.6	7.7		
96	55	Torsten Holdings (USM)	86	1	2.7	3.2	9.2		
110	100	Unicrit Europe Cesa Pre	110	0		8.0	7.3		
291	203	W.S. Venit	291	0		16.2	5.6	7.9	

Securities designated CSD and USM are dealt in subject to the rules and regulations of The Stock Exchange. Other securities listed above are dealt in subject to the rules of TSE.

These securities are dealt in strictly on a matched basis. Neither Granville & Co nor Granville Davies Ltd are market makers in these securities.

Granville Davies Limited
18 Lower Lane, London EC2R 8UP
Telephone 01-621 1212
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- 27th consecutive year of increased profit - up 27% to £73.1m including £5.1m from trading activities. Backed by long-term housing and property

COMMODITIES AND AGRICULTURE

Kenneth Gooding on the problems caused by inadequate stocks and volatile prices

Dangerous times at the metal exchange

THE LONDON Metal Exchange is highly volatile and even down right dangerous at present.

One major casualty is Hydro Trading which suffered losses of \$12m when one of its clients, trading in aluminium, went bankrupt.

Hydro's managing director was replaced and the parent, Norsk Hydro, the 51-per-cent State-owned Norwegian group, pumped in \$20m of new capital to help restore confidence in its London-based subsidiary.

The root cause is the current world shortage of base metals. For most of this year every LME metal contract (except silver, which is of little consequence) has been in backwardation, the situation when users are so desperate for material that they are willing to pay a cash premium over the price for future delivery.

Normally the forward price would be higher, reflecting the extra cost of storage and so on.

Backwardations are not all that unusual but the exchange has been concerned about the relative size of the premiums asked for immediate delivery — at one point recently the premium for cash aluminium was about one-third of the price of three-months metal.

Backwardations of this size and price volatility make it difficult for producers and users to hedge their risks, which is the prime purpose of the market.

The board of the exchange was

forced to take emergency action in February when the price of nickel for immediate delivery was forced up to an unprecedented level without any sellers appearing.

The afternoon trading session was suspended and action taken to limit the daily backwardation.

Since then the board has closely monitored the nickel market and last month added copper and aluminium as metals it is watching carefully.

In another unprecedented move, after suggestions that copper and aluminium were deliberately being withheld, the board three weeks ago called together the members who belong to its clearing system and took them to task. Traders were urged to take a more responsible attitude to making metal available to the market.

Mr Christopher Green, the exchange's urbane and erudite chairman, says: "We at the LME, while guardians of an orderly market, do not wish to be forced into interfering in the meantime, we have to recognise that exaggerated price movements can exert undue harm on otherwise legitimate operators in the market and can damage the reputation of the exchange."

He insists that so far the board has found no evidence that the market is being manipulated — where someone sets out to create artificial circumstances from which he can profit. The current



Christopher Green — does not wish to be forced to interfere

squeeze arises from a genuine shortage of metal.

Mr Green feels that it was simply a coincidence that on one day in February there was no seller of nickel for immediate delivery. Similarly, in May when a number of producers were short of copper to deliver against long-term contracts merchants were reluctant to release metal. They feared they might have to pay very large premiums to get back later, to meet their own contractual obligations.

Mr Green believes the volatile conditions will remain throughout this year, driven by the strength of the world economy.

In the meantime, he draws some satisfaction from the progress made since a new company formed after the tin crisis, the London Metal Exchange, took over the assets and management of the Metal Market and Exchange Company in August last year.

Perhaps the most dramatic change was the introduction in May, 1987, of a clearing system.

Mr Green points out the exchange managed to preserve its traditional way of trading and ensure that profits and losses were not payable until the due date of contracts. At the same time, all deals are taken over and guaranteed by the Clearing House so that no clearing member can suffer by the failure of another clearing member.

This did much to restore international confidence in the exchange.

A new management structure has swept away the old committee of management, which effectively was a self-perpetuating board. Members of the new board must periodically seek re-election, and there are four invited members from outside to add a broader dimension.

In recognition that more than 97 per cent of its turnover comes from outside the UK, trade membership has been opened to foreign companies. And, as another sign that the exchange is determined to develop internationally, in September last year Singapore

became the first LME listed delivery point outside the UK.

Mr Green says this internationalisation process has only just started. He wants to see more aluminium companies in membership, and more Japanese. Talks have been going on about LME aluminium warehouses in Japan and possibly in the US too.

Although in April this year the LME became a Recognised Investment Exchange under the terms of the Financial Services Act, the exchange is still actively campaigning for relief from the most inappropriate and costly of the new regulations.

"The bulk of the LME transactions are at very low margins of profit for traders, typically commissions are less than 0.1 per cent, and we are worried about regulation driving up costs," says Mr Green.

Perhaps the most satisfying recent experience for the exchange and its chairman was a change of heart by Inco, the Canadian group which is the world's major nickel producer and which fiercely opposed the introduction of the LME nickel contract in 1979.

In a vote of confidence in the LME, Inco has now joined the exchange as an associate member and given public support to a contract which has caused a great deal of controversy in recent months and will more than likely do so again before the year is out.

Digging deep for profits in Australia's mineral sands

MINERAL DEPOSITS Ltd, the big Australian producer of heavy mineral sands, is planning to expand its production of rutile and zircon in 1990.

There is a growing world demand for the two minerals, which have recorded large price increases over the past two years. Rutile is the basis for titanium dioxide, which has replaced lead oxide as a pigment used mainly in paint and inks. Zircon is used for high accuracy optics, ceramics and refractories, where it can stand extremely high temperatures.

MDL's operation is currently based at Hawk's Nest, north of Newcastle, in New South Wales, where production is running at about 30,000 tonnes a year for rutile and 20,000 tonnes for zircon.

The extra output is to come from a new development at Rocky Point, on the east coast of Queensland, which is planned to be in production by 1990. Its annual production targets are 25,000 tonnes for rutile and 30,000 tonnes for zircon.

"Markets are very strong, demand is very strong, and supplies are limited in terms of potential new projects," said Mr Egan, MDL's general manager, and that situation has been reflected in the world market. Rutile is now fetching about A\$600 (C\$280) a tonne and zircon about A\$450 a tonne and A\$420 a tonne and A\$420 a tonne, respectively, a couple of years ago.

MDL currently produces about 7 per cent of the world's rutile and 3 per cent of its zircon. Mr Egan puts the world market for zircon at 750,000 tonnes a year and for rutile at 500,000 tonnes. Australia earns about A\$500m annually from mineral sand exports.

The reason for the lack of

scope to its original state, after mining. The company removes the topsoil from the land and sets it aside before commencing mining.

A large hole, 150 metres

square and 5 metres deep, is dug

into the mineral deposit and filled

with water.

Two dredges and a gravity separation plant are floated. The dredges then attack the 4-metre face under water, feed the sand back to the separator, which filters out the heavy minerals, and sweeps the waste out behind it. As the machinery advances at 20 metres a day, the waste sand is recontoured behind it, the topsoil replaced, and seeds of the native vegetation planted.

The throughput of ore from the Cadzadut mine, a joint venture 42 per cent-owned by Shell, which opened in January this year, is being raised from 320,000 tonnes to 450,000 tonnes by the upgrading of plant later this year. Production from the 3.5m tonne ore body is expected to peak in 1994 at 130,000 tonnes of zinc concentrate and 36,000 tonnes of lead concentrate.

The throughput of ore from the

extracts 80 per cent of the heavy minerals. The sand contains 0.75 per cent heavy minerals. The ore body extends along 10 km and will be traversed by the machinery 4 or 5 times over 7 to 8 years.

The extracted minerals are processed at a nearby plant where they are dried and fed through

gravity separators, electromagnetic separators, and ultrasonic separators.

As well as zircon and rutile, the rare earth monazite, worth A\$1,000 a tonne, and ilmenite are recovered. About 300 tonnes of monazite, which is used

in the electric industry, are extracted each year, and 10,000 tonnes of ilmenite.

The ilmenite at Hawk's Nest can be used only for sand blasting, but at Rocky Point the mineral is of a much higher quality, and in the first two years 22,000 tonnes are expected to be extracted.

MDL itself makes all the equipment for extracting the minerals. Mr Dick Carter, BHP's minerals division general manager for non-ferrous metals, says the fact that MDL has a stronghold on the equipment market makes the company doubly strong. He also sees potential in diversification, possibly into synthetic rutile or even pigment manufacture.

• BHP, which last mined zinc at Broken Hill in 1939, has gone back to the base metals business after finding significant amounts in the Kimberley region of Western Australia.

The throughput of ore from the

Cadzadut mine, a joint venture 42 per cent-owned by Shell, which opened in January this year, is being raised from 320,000 tonnes to 450,000 tonnes by the upgrading of plant later this year. Production from the 3.5m tonne ore body is expected to peak in 1994 at 130,000 tonnes of zinc concentrate and 36,000 tonnes of lead concentrate.

Record wool production estimated

By our commodities staff

WORLD WOOL production in the 1987/88 season will show a rise of 2.1 per cent to a record 3.12m tonnes (greasy), the Commonwealth Secretariat estimates in the latest edition of its Wool Quarterly.

Practically all of the rise is attributable to Australia, by far the biggest producer, and China, which ranks fourth. Elsewhere, the secretariat points out, increases and decreases in output more or less cancel each other out.

The estimate for the Australian clip is about 917,000 tonnes, up 3.4 per cent from 1986/87 and not far short of the country's 1969-70 record of 925,800 tonnes. The secretariat notes that this has been achieved with 21m fewer sheep in the national flock than in the record year.

WEEKLY METALS

Cuba ready to step up nickel exports

By TIM COONE, RECENTLY IN HAVANA

All prices as supplied by Metal Bulletin (last week's prices in brackets)

ANTIMONY: European free market 99.6 per cent, \$ per tonne, in warehouse, 2,050-2,060 (2,050-2,100).

BISMUTH: European free market, min. 99.9 per cent, \$ per lb, tonne warehouse, 9.38-9.50 (9.50-9.75).

CADMUM: European free market, min. 99.5 per cent, \$ per lb, in warehouse, 8.00-8.15 (8.00-8.20), stocks 8.00-8.15 (8.00-8.20).

COBALT: European free market, 99.5 per cent, \$ per lb, in warehouse, 6.50-6.75 (6.50-6.80).

MERCURY: European free market, min. 99.9 per cent, \$ per 76 lb flask, in warehouse, 320-333 (322-333).

MOLYBDENUM: European free market, drummed, molybdenum oxide, \$ per lb Mo, in warehouse, 3.40-3.50 (3.45-3.55).

SELENIUM: European free market, min. 99.5 per cent, \$ per lb, in warehouse, 9.65-9.80 (9.55-9.75).

TUNGSTEN ORE: European free market, standard, min. 65 per cent, \$ per tonne unit (10 kg) WO, cfr, 4.25-4.75 (4.25-4.00).

VANADIUM: European free market, min. 98 per cent, VO, cfr, 4.25-4.75 (4.25-4.00).

URANIUM: Nucor exchange value, \$ per lb, UO, 15.10 (15.75).

key world producer of the two strategic metals. The nickel and cobalt metal content of the ores averages 1.5 per cent, in a ratio of 10 to 1 respectively.

According to Mr Alberto Betancourt Ruiz, Cuba's Deputy Trade Minister, the new Punta Gorda nickel plant, which was inaugurated at the end of last year, will raise Cuban nickel output by 30,000 tonnes a year from the existing level of 35,000 tonnes a year. He said that under a counter-trade agreement with the Soviet Union, which helped build the plant, two-thirds of the increased output will be exported to the Comecon countries to repay the cost of the plant's construction.

The new Punta Gorda plant, which uses a similar extraction process to the Nicaro plant, will thus more than double the Cuban nickel available for export to the non-communist world.

The new Punta Gorda plant, which uses a similar extraction process to the Nicaro plant, will thus more than double the Cuban nickel available for export to the non-communist world.

Work on a fourth plant of similar capacity to Punta Gorda is under way and, like Punta Gorda, it will produce nickel and cobalt oxides and sinters for export to

encourage some Southern farmers to continue planting beans.

Soybeans are much harder than maize, and rain over the next few weeks could restrict the Midwest crop and produce a healthy yield, agricultural experts said.

The Midwest maize crop is more vulnerable to a lack of moisture, which is critical in the next two weeks as the crop enters its pollination stage.

Maize prices were slightly higher yesterday.

However, in spite of yesterday's setbacks, traders remained optimistic the market risk had further to go.

"The market is still acting as if it wants to be bullish," said Mr David Bartholomew, grains analyst at Merrill Lynch.

Traders pointed to a firm underpin in the market, but remarked that current volatility had made market players much more cautious.

Traders expect to reach 275 bushels

of soybeans per acre in the Midwest this year, up from 265 last year.

As the damaging drought has progressed the soybean market has become extremely sensitive to weather conditions and falling US Government stocks, which

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Uncertainty depresses dollar

THE DOLLAR failed to recover fully from a weak start, as investors became more wary over the prospect of pushing the dollar too high.

Earlier in the day a lack of intervention by the Bank of Japan and the US Federal Reserve Board, convinced many traders that a further rise in the dollar's value was likely to be tolerated. This overruled the effects of dollar sales by the West German Bundesbank and the Bank of Italy. Intervention by G7 central banks was not considered a genuine deterrent for dollar bulls, without participation from Japan and the US.

The dollar had been sold off in the Far East, as investors took profits, and opened in London on a weaker note. However it was confined to a narrow range for much of the morning, as traders awaited the start of trading in New York after the long weekend.

The dollar was pushed firmer soon after the start of trading in New York but slipped back from the day's highs to finish in London at DM1.9235 from DM1.8995 and Y134.20 compared with Y135.40. Elsewhere it closed at SF1.5165 from SF1.5220 and FF16.1425 against FF16.1625.

Enthusiasm to test new highs was also tempered by proximity of next week's release of US trade figures for May. These are not expected to show an improvement on April's \$9.89bn deficit.

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EMS EUROPEAN CURRENCY UNIT RATES

	Em central rate	Currency rate applied to spot rate	% change from central rate	% change adjusted for dividends	Dividends last %
Belgian Franc	42.652	43.448	-2.33	-1.17	+1.344
Denmark Krone	7.85212	7.87720	+0.26	-0.50	+1.504
French Franc	6.70943	6.85213	+1.18	-0.02	+1.244
Dutch Guilder	2.1943	2.25903	+0.94	-0.32	+1.502
Italian Lira	1.0111	1.0111	+0.02	-0.02	+0.000
	3.60338	3.60338	+0.00	+0.01	+0.0752

Currencies are for Em, otherwise spot rate change denotes a weak currency

Adjustment calculated by Financial Times

POUND SPOT- FORWARD AGAINST THE POUND

	July 5	Day's open	Last	Previous Close
1.30	800	74.9	74.7	74.8
4.00	800	74.9	74.8	74.8
8.00	800	74.9	74.8	74.8
12.00	800	74.9	74.7	74.7
16.00	800	74.9	74.7	74.7
20.00	800	74.9	74.7	74.7
3.00	800	75.1	74.7	74.7
4.00	800	75.2	74.7	74.7

Forward premium and discount apply to the US dollar

STERLING INDEX

	July 5	Day's open	Last	Previous Close
1.30	800	74.9	74.7	74.8
4.00	800	74.9	74.8	74.8
8.00	800	74.9	74.8	74.8
12.00	800	74.9	74.7	74.7
16.00	800	74.9	74.7	74.7
20.00	800	75.1	74.7	74.7
3.00	800	75.2	74.7	74.7
4.00	800	75.2	74.6	74.6

Forward rate is convertible franc. Forward rate is 1.30/1.30. Forward dollar 1.75/1.75. Premium 12.00. Discount 3.00. Correction for July 4 US Day's Spread 1.4800/1.4815.

All SDR rates are for July 1

CURRENCY RATES

	July 5	Day's open	Close	Day's high	%	Three months	%	12 months	%
US Dollar	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Canadian Dollar	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Swiss Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Denmark Krone	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
West German Mark	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
French Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Dutch Guilder	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Italian Lira	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Spanish Peseta	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Swiss Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
French Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
West German Mark	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
French Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
West German Mark	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Swiss Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
French Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
West German Mark	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Swiss Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
French Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
West German Mark	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Swiss Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
French Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
West German Mark	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Swiss Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
French Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
West German Mark	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Swiss Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
French Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
West German Mark	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Swiss Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
French Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
West German Mark	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Swiss Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
French Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
West German Mark	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Swiss Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
French Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
West German Mark	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
Swiss Franc	1.3095	1.3095	1.3095	1.3095	0.00	1.3095	0.00	1.3095	0.00
French Franc	1.3095	1.3095	1.3095	1.3095</					

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AUTHORISED
UNIT TRUSTS

Unit	Cost	Price	Min	Max	Offer	Yield
Anderson Orme Unit Tst Mtrs Ltd (09900)	62	London Wall, London EC2V 7QH	01-430-1200			
Grant Plc	1.50	1.50	1.45	1.55		
Int Recovery Fund	1.50	1.50	1.45	1.55		
European Income	1.50	1.50	1.45	1.55		
High Inc Fund	1.50	1.50	1.45	1.55		
Global Geog Fund	1.50	1.50	1.45	1.55		
Asian Pacific	1.50	1.50	1.45	1.55		
Small Int Recovery	1.50	1.50	1.45	1.55		
European Capital	1.50	1.50	1.45	1.55		
UK Growth Fund	1.50	1.50	1.45	1.55		
UK Growth & Income	1.50	1.50	1.45	1.55		
UK Income Fund	1.50	1.50	1.45	1.55		
UK Growth & Income Fund	1.50	1.50	1.45	1.55		
Alta Unit Trusts (09901)	0345 717373					
Anthony Wilder Unit Tst Mgmt Ltd (10000)	19 Waterloo St, London EC2V 7HP	01-377-1010				
Acute Unit Trusts Ltd (09902)	20 Broad St, London EC2V 5EP	01-220-7223				
Country Income Fund	1.50	1.50	1.45	1.55		
High Income Fund	1.50	1.50	1.45	1.55		
Int Recovery Fund	1.50	1.50	1.45	1.55		
Financial Fund	1.50	1.50	1.45	1.55		
Smaller Cos Fund	1.50	1.50	1.45	1.55		
UK Income Fund	1.50	1.50	1.45	1.55		
UK Growth Fund	1.50	1.50	1.45	1.55		
UK Income & Growth Fund	1.50	1.50	1.45	1.55		
UK Growth & Income Fund	1.50	1.50	1.45	1.55		
Alta Unit Trusts (09903)	0345 717373					
Baillie Gifford & Co Ltd (124000)	100 New Bond St, London EC2V 6EP	01-521-29247				
Growth Unit Fund	1.50	1.50	1.45	1.55		
Int Recovery Fund	1.50	1.50	1.45	1.55		
High Income Fund	1.50	1.50	1.45	1.55		
Financial Fund	1.50	1.50	1.45	1.55		
Smaller Cos Fund	1.50	1.50	1.45	1.55		
UK Income Fund	1.50	1.50	1.45	1.55		
UK Growth Fund	1.50	1.50	1.45	1.55		
UK Income & Growth Fund	1.50	1.50	1.45	1.55		
UK Growth & Income Fund	1.50	1.50	1.45	1.55		
Alta Unit Trusts (09904)	0345 717373					
Barclays Unit Tst Mgmt Ltd (120000)	100 New Bond St, London EC2V 6EP	01-227-23799				
Int Recovery Fund	1.50	1.50	1.45	1.55		
Small Int Recovery Fund	1.50	1.50	1.45	1.55		
European Income Fund	1.50	1.50	1.45	1.55		
High Yield Fund	1.50	1.50	1.45	1.55		
Small Cos Fund	1.50	1.50	1.45	1.55		
UK Income Fund	1.50	1.50	1.45	1.55		
UK Growth Fund	1.50	1.50	1.45	1.55		
UK Income & Growth Fund	1.50	1.50	1.45	1.55		
UK Growth & Income Fund	1.50	1.50	1.45	1.55		
Alta Unit Trusts Ltd (120000)	0345 717373					
Baillie Gifford & Co Ltd (124000)	100 New Bond St, London EC2V 6EP	01-521-29247				
Int Recovery Fund	1.50	1.50	1.45	1.55		
Small Int Recovery Fund	1.50	1.50	1.45	1.55		
European Income Fund	1.50	1.50	1.45	1.55		
High Yield Fund	1.50	1.50	1.45	1.55		
Small Cos Fund	1.50	1.50	1.45	1.55		
UK Income Fund	1.50	1.50	1.45	1.55		
UK Growth Fund	1.50	1.50	1.45	1.55		
UK Income & Growth Fund	1.50	1.50	1.45	1.55		
UK Growth & Income Fund	1.50	1.50	1.45	1.55		
Alta Unit Trusts Ltd (120000)	0345 717373					
Baillie Gifford & Co Ltd (124000)	100 New Bond St, London EC2V 6EP	01-521-29247				
Int Recovery Fund	1.50	1.50	1.45	1.55		
Small Int Recovery Fund	1.50	1.50	1.45	1.55		
European Income Fund	1.50	1.50	1.45	1.55		
High Yield Fund	1.50	1.50	1.45	1.55		
Small Cos Fund	1.50	1.50	1.45	1.55		
UK Income Fund	1.50	1.50	1.45	1.55		
UK Growth Fund	1.50	1.50	1.45	1.55		
UK Income & Growth Fund	1.50	1.50	1.45	1.55		
UK Growth & Income Fund	1.50	1.50	1.45	1.55		
Alta Unit Trusts Ltd (120000)	0345 717373					
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Int Recovery Fund	1.50	1.50	1.45	1.55		
Small Int Recovery Fund	1.50	1.50	1.45	1.55		
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UK Income Fund	1.50	1.50	1.45	1.55		
UK Growth Fund	1.50	1.50	1.45	1.55		
UK Income & Growth Fund	1.50	1.50	1.45	1.55		
UK Growth & Income Fund	1.50	1.50	1.45	1.55		
Alta Unit Trusts Ltd (120000)	0345 717373					
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Int Recovery Fund	1.50	1.50	1.45	1.55		
Small Int Recovery Fund	1.50	1.50	1.45	1.55		
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Small Cos Fund	1.50	1.50	1.45	1.55		
UK Income Fund	1.50	1.50	1.45	1.55		
UK Growth Fund	1.50	1.50	1.45	1.55		
UK Income & Growth Fund	1.50	1.50	1.45	1.55		
UK Growth & Income Fund	1.50	1.50	1.45	1.55		
Alta Unit Trusts Ltd (120000)	0345 717373					
Baillie Gifford & Co Ltd (124000)	100 New Bond St, London EC2V 6EP	01-521-29247				
Int Recovery Fund	1.50	1.50	1.45	1.55		
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European Income Fund	1.50	1.50	1.45	1.55		
High Yield Fund	1.50	1.50	1.45	1.55		
Small Cos Fund	1.50	1.50	1.45	1.55		
UK Income Fund	1.50	1.50	1.45	1.55		
UK Growth Fund	1.50	1.50	1.45	1.55		
UK Income & Growth Fund	1.50	1.50	1.45	1.55		
UK Growth & Income Fund	1.50	1.50	1.45	1.55		
Alta Unit Trusts Ltd (120000)	0345 717373					
Baillie Gifford & Co Ltd (124000)	100 New Bond St, London EC2V 6EP	01-521-29247				
Int Recovery Fund	1.50	1.50	1.45	1.55		
Small Int Recovery Fund	1.50	1.50	1.45	1.55		
European Income Fund	1.50	1.50	1.45	1.55		
High Yield Fund	1.50	1.50	1.45	1.55		
Small Cos Fund	1.50	1.50	1.45	1.55		
UK Income Fund	1.50	1.50	1.45	1.55		
UK Growth Fund	1.50	1.50	1.45	1.55		
UK Income & Growth Fund	1.50	1.50	1.45	1.55		
UK Growth & Income Fund	1.50	1.50	1.45	1.55		
Alta Unit Trusts Ltd (120000)	0345 717373					
Baillie Gifford & Co Ltd (124000)	100 New Bond St, London EC2V 6EP	01-521-29247				
Int Recovery Fund	1.50	1.50	1.45	1.55		
Small Int Recovery Fund	1.50	1.50	1.45	1.55		
European Income Fund	1.50	1.50	1.45	1.55		
High Yield Fund	1.50	1.50	1.45	1.55		
Small Cos Fund	1.50	1.50	1.45	1.55		
UK Income Fund	1.50	1.50	1.45	1.55		
UK Growth Fund	1.50	1.50	1.45	1.55		
UK Income & Growth Fund	1.50	1.50	1.45	1.55		
UK Growth & Income Fund	1.50	1.50	1.45	1.55		
Alta Unit Trusts Ltd (120000)	0345 7					

UNIT TRUST INFORMATION SERVICE

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LONDON SHARE SERVICE

LONDON STOCK EXCHANGE

Account Dealing Dates
First Dealing Last Account
Dealing Dates Dates
Jun 29 Jun 30 Jul 1 Jul 11
Jul 4 Jul 14 Jul 15 Jul 25
Jul 18 Jul 28 Jul 29 Aug 8
These dealings may take place from
two or less business days earlier.

THE INVESTMENT mood brightened a little in London yesterday as Sterling rallied and British Government bonds moved ahead. Also helping UK equities was Wall Street's standing in early trading as it made its first response to the brightening tensions in the Gulf.

Gilt-edged bonds, taking their cue from sterling and also from a sharp upturn in the price for short sterling on the London International Financial Futures Exchange (Liffe), put on about 1% points in good turnover.

Bond traders reported a good day's business, with domestic retail buyers taking up the lead given overnight by Japanese buyers of UK Gilt.

The very short dates gained 1% or 1% of a point, bringing the yield on Exchequer 12½% per cent 1990 down to 9.81 per cent. Price gains stretched to around 1% in the medium dates, and to more than a full point in the longs, where the key Treasury 11½% per cent 2003 '07 returned a yield of 9.63 per cent.

However, despite yesterday's gains, opinions in the Gilt-edged market remained sharply divided over the near term outlook for interest rates.

While some traders were prepared to take an optimistic view, and suggested that Monday's half point rise in base rates to 10 per cent might prove successful in checking inflation worries for the present, there were others who predicted further base rate rises ahead.

"This is not the end", said a bond strategist at Robert Fleming, a major UK house, noting that Barclays led the way to higher mortgage rates in the UK by putting its rate up sharply from 9.75 per cent to 11.1 per cent yesterday.

Ten per cent base rates might have done the trick a few weeks ago, but now we have to face the Budget tax cut inflows, and we may need stronger medicine" he added.

UK bonds moved in contrast to New York Treasuries which eased as the latest report from US purchasing managers indicated a buoyant American economy in June. London is at present enjoying a holiday from domestic economic data but early next week Gilt's must face the latest statistics on Industrial production, average earnings and retail prices.

The improvement in equities lacked genuine investment support, although there were a number of

Good session for Gilt-edged as pound rises but equity sector again lacks turnover

number of special situations. Shares opened firmly on the back of a good Tokyo market, but proved unwilling to move far while London awaited the re-opening of Wall Street after the Independence Day break. In the event, the New York market made a calm start, and UK equities closed with modest gains.

The FT-SE 100 Index ended the day a net 6.8 points higher at 1,854.8. Seq turnover, at 332.2m shares, was unimpressive, although the total was boosted by heavy trade in the telecommunications sector, where a £100m contract for STC from British Telecom brought some hurried revision of profit estimates.

Plessey sprang into the lime-light as market sources claimed that one firm had traded 15,000 contracts in the Plessey August option series - the largest single order in this market's history.

Over 10,243 Plessey call options and 5,116 puts were taken out. Plessey shares, where turnover reached 2.3m, moved up smartly towards the close to end the session 5 up at 163p.

GEC, still boosted by the prospect of a major share buying in progress and the prospect of major orders from the USSR, rose 3% to 163p after turnover of 4.4m.

British Telecom, turnover 5m, eased 1% to 257p while Cable & Wireless, 2.5m traded, hardened to 356p despite the disappointment of Nynex pulling out of the transatlantic leg of C & W's global digital highway system.

STC provided the highlight in the electronics sector with the shares advancing strongly to close a net 12 higher at 283p, after 2.1p, on turnover of 10m, far in excess of the norm for the stock.

There were a number of heavy buyers in the market during the morning and it was later revealed that the group had won a £100m flexible access system contract with British Telecom, with the possibility of more to come. Among a number of upgraded profits forecasts, Hoare Govett has recently moved from 258p to 270m for the year to end 1989.

The market perceived the contract to be a major success for STC, with significant implications for other Telecom suppliers. Johnson Matthey, the precious metals group, moved ahead strongly as the market digested news that Cookson, the specialist metals and chemical manufacturer, had acquired a 6.3 per cent stake in the company.

An extremely busy session in the oil and gas sector saw LASMO shares race up to close 7 higher at 459p, after 460p, on turnover of 2.5m, as rumours of

FINANCIAL TIMES STOCK INDICES

	July 5	July 4	July 1	June 30	June 29	Year Ago	1988	Since Comptition		
							High	Low	High	Low
Government Secs	88.17	87.54	87.82	87.92	87.94	90.66	91.43	86.97	127.4	49.18
Fixed interest	97.76	97.28	97.53	97.56	97.60	97.25	98.67	94.14	105.4	50.53
Ordinary	1485.3	1470.3	1485.1	1483.2	1479.7	1336.7	1496.7	1349.0	1526.2	131.7
Gold Mines	213.5	213.1	208.4	207.2	207.1	206.8	213.5	204.7	226.0	52.4
Ord. Div. Yield	4.32	4.33	4.31	4.32	4.33	3.12	4.32	3.12	4.40	4.40
Earnings Ytd. % (Hist)	11.47	11.50	11.48	11.51	11.56	7.52	11.47	10.54	118.9	11.47
P/E Ratio (ex/pt)	10.61	10.52	10.60	10.57	10.53	7.07	10.61	9.70	276.6	159
SEAO Barges (Open)	23.376	23.821	29.412	24.045	22.105	56.094	23.376	134.5	225.1	225.1
Equity Turnover	-	-	126.134	114.065	908.61	1749.32	-	-	-	-
Equity Bargains	-	24.877	30.345	25.494	24.111	66.294	24.877	141.4	132.0	132.0
Shares Traded (m)	-	371.5	496.7	432.9	400.9	753.7	371.5	127.4	211.9	211.9

and Midland moved up 6 to 440p.

The market saw heavy and sustained buying interest via the inter-broker dealer screens and the shares gained 1½% to 108p, after turnover of 5.4m.

Merchant banks were well supported with Gullane's Mahon moving up 4 to 109p.

Pearl was a good market

among life assurances, and rose 6 to 45p after two sizeable buying orders during the morning. Precedent, after rumours of various switch operations involving the stock, held at 164p on turnover of 2.9m.

In composites Commercial Union put on 3 to 413p and Royal 100 put 4 to 413p while the day's same amount to 413p while a US buyer lifted Sun Alliance 5 to 988p.

Brokers remained in favour. Lloyd Thompson gradually improved to close with a rise of 7 to 175p and Willis Faber edged up 3 to 269p, after 270p.

Scottish & Newcastle reported results that failed to move the market - dealers said the improvement in profits left the company vulnerable to a bid, which should continue to support the share price around current levels. Nevertheless, County Northwest Woodmills has downgraded its full-year forecast for 1989 from £136m to £133m. S&N shares closed a penny worse at 329p.

Elsewhere Brewery stocks were quiet. Guinness edged ahead a penny to 330p. Rumours resurfaced linking Guinness with French distiller Louis Vuitton Moet Hennessy, with which it has several joint ventures.

Scottish retailers Goldberg featured in the Stores sector after press reports that Blacks Leisure was preparing to launch a bid. Goldberg closed 4 higher to 219p.

There was interest in Next after Smith New Court was reported to have placed 1m shares at 248p as part of a large programme trade. In Shops were lifted 13 to 111p after Monday's acquisition of 82,000 square feet of central Birmingham retail space for £1.9m.

Dixons survived recent adverse

Press comment - one analyst dubbed Stanley Kalins' outfit the "new Harris Quesnay" - to

close 10p higher at 408p.

McCarthy improved 4 more to 230p as dealers noted continued buying interest amid an increasing shortage of stock. Wardle Stores rose 10 to 619p after Monday's acquisition of 3.7m shares.

International stocks were mixed, with dollar earners starting the day generally steady on currency hopes before falling back later as the dollar faded.

ICI was well supported, rising above the £11 mark at one stage. Turnover was subdued at 15m shares, however, and the price gradually drifted back to end unchanged at 304p. Glaxo gave up a penny to 304p in minimal trading.

BOC slipped 2 to 424p as 2.7m shares changed hands. Reed International climbed 12 to 414p as a bewildering array of rumours hit the market. Dealers speculated that a major stake might be on the move, but soon dismissed this and the shares closed at 412p. Turnover of 3.7m

shares changed hands. NED closed 10p higher at 277.1p.

Strong gains as Monday's wide spread and persistent selling dried up. Hopes that the sector could experience a substantial run in advance of interim figures were said to have been responsible for a rise of 10 in NatWest to 583p. Barclays jumped 8 to 468p.

FT-SE 100 put 5 to 468p.

Next closed 10p higher at 277.1p.

FT-SE 100 put 5 to 468p.

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Closing prices July 5

AMERICA

Dow breaks 2,150 barrier at highest level since crash

Wall Street

A WAVE of enthusiasm after the Independence Day holiday swept stock prices on Wall Street to their highest level since the October crash, writes *Aravole Kalotay* in New York.

The Dow Jones industrial average rose 27.03 points to 2,158.51, more than six points above the previous post-crash high of 2,152.20, which was attained two weeks ago. Trading was moderately heavy with 172.5m shares changing hands, with most of the transactions reflecting genuine investment demand and futures-related arbitrage rather than dividend-striking activities.

The gains were broadly spread across the market, although oil issues and blue chip stocks led the advance. Advancing shares outnumbered decliners on the Big Board by 938 to 523. Broadly indices hit new post-crash highs along with the Dow. The Standard & Poor's 500 rose 4.02 to 275.80 and the New York Stock Exchange Index advanced 1.89 to 155.57.

The Dow opened the day about ten points down and spent the morning in negative territory, as investors reacted to a weaker bond market and uncertainty about the military situation in the Gulf. There was also some concern about a post-holiday continuation of last Friday's minor losses. Technicians noted that last week the market had put in its worst performance since the summer rally began in mid-May, suggesting a possible loss of

momentum as the Dow approached the 2,150 barrier.

The market's mood lifted just noon, however, partly in response to news that the Federal Reserve was adding reserves through overnight system repurchase agreements. Along with a sharp fall in the Commodity Research Bureau's index, the Fed's action helped to limit an early decline in the bond market.

After the afternoon, the Treasury long bond was down 4 points at 102.4, a price at which it yielded 8.64 per cent. The Federal Funds rate hovered around 7.75 per cent throughout the day.

The bond market's stability

gave equity investors the reassurance they needed to mount a renewed assault on the 2,150 Dow level which had been seen as an important psychological barrier. At first the market's gains seemed hesitant. But after several hours of trading in a 2,140 to 2,145 range failed to elicit large volumes of profit-taking, the buying interest picked up, both in the cash market on Wall Street and among futures traders in Chicago. With futures prices advancing to a premium against the cash market, arbitrage became a significant positive force in the last two hours of trading, allowing the market to surmount its earlier post-crash high with little apparent trouble.

Dividend-related trading played only a small part in yesterday's market activity, with a total of about 25m shares changing hands in Delmarva Power & Light, Carolina Power & Light, Illinois Power and Pacific Telesis.

ASIA

Big-capital stocks soar as stronger yen lifts Nikkei

Tokyo

THE YEN's rally against the dollar and a recovery in the bond market animated equities in Tokyo yesterday for the first time in several sessions, with sharp rises among the big-capital stocks, writes *Shigeo Nishimura* of *Yomiuri* Press.

The Nikkei average gained 216.78 to 27,577.17, the first advance in four trading days. It began at a day's low of 27,362.33 and reached a high of 27,585.00 in the afternoon. Volume rose sharply to 1.69b shares from Monday's 918m and gains led losses by 470 to 408, with 163 issues unchanged.

Later in London Japanese shares traded slightly lower. The new International Stock Exchange/Nikkei 50 index, which covers 50 blue chips during both Tokyo and London market hours, closed down 1.68 in London at 17,39.02, after finishing in Tokyo at 17,40.70.

In Tokyo, the yen's temporary rally to the Y133 range against the dollar cheered investors, who had been bearish on Monday, fearing the cheaper yen would lead to higher interest rates.

A leading brokerage house spokesman said investors who had previously sought any big capitalisation stocks, were now selecting defence-related and high-tech issues.

Shipbuilders with large orders from the Defence Agency were popular. Mitsubishi Heavy Industries soared Y71, or 8 per cent, to Y934 on the day's heaviest trading of 147.56m shares, while Mitsubishi Engineering and Shipbuilding jumped Y48 to Y588, coming second on the active list with

135.05m. Leading blast furnace steelmakers gained ground, with Kawasaki Steel rising Y43 to Y739, NKK Y33 to Y615 and Nippon Steel Y49 to Y628.

Ishikawajima-Harima Heavy Industries chalked up a daily limit gain of Y100 to Y866 as rumours that Nomura Securities had begun buying the stock triggered massive purchases. Buy orders amounted to 70m shares against sell orders of only 15m, and the stock did not change hands until shortly before the close, with volume totalling 22.9m shares.

Mitsubishi Electric, which also has a large share of the defence equipment market, rose Y47 to Y72, while Toshiba and Hitachi added Y46 to Y960 and Y60 to Y1,500 respectively.

High-tech stocks priced below Y1,000 drew heavy buying. Fuji Electric's Y33 to Y483 and Sanyo Electric's Y28 to Y735, while Oki Electric posted a Y62 increase to Y1,000, reaching that level for the first time. Among higher-priced issues, Matsushita Electric Industrial gained Y50 to Y2,530 and NEC added Y10 to Y2,100, but Sony finished unchanged at Y5,200.

Bond prices firmed as the yen's rally eased fears of inflation and a rise in interest rates. Buying for short covering pushed down the yield on the benchmark 5.0 per cent government bond due in December 1987 below 5 per cent for the first time in four days to 4.980 per cent, compared with Monday's 5.155 per cent. The yield, however, rose again to 5.005 per cent at the close.

Many dealers were still cautious about the future exchange market trend and were not active

buyers.

Shipbuildings and steels traded actively in Osaka, although equities of some companies based in the Kansai region of western Japan came under buying pressure. The OSE stock average rallied 17.91 to 27,656.30 on transactions totalling 157m shares, up 112m.

Australia

THE Australian dollar's recovery to above 78 US cents and rising base metal prices combined to take resource issues higher, with industrialists then spreading to industrialists.

The All Ordinaries index rose 12.2 to 1,572.3 on turnover worth A\$129m.

Singapore

EARLY profit-taking hit prices initially, but speculative buying and bargain hunting in the afternoon helped push equities higher.

The Straits Times industrial index edged up 1.19 to 1,085.66 and turnover rose to 44m shares from Monday's 33m.

Several block deals boosted Inmarsat 3½ cents to 42 cents, with 3.4m shares traded.

Hong Kong

THE holiday on Wall Street on Monday helped dampen trading activity and share prices closed lower, with the Hang Seng index down as the bullion price remained steady.

A lack of foreign investment interest meanwhile sent the financial rand down further.

Randfontein ended R7.50 higher at R272.50 and Vaal Reefs was up R6 higher at R280, with Kloof edging R1 to R33.5.

Robert Taylor reports on a 50-year study of leading stock markets

Sweden proves a long-term winner

SOCIAL Democratic Sweden has enjoyed the greatest stock market expansion of almost any sizeable western industrialised country during the past 50 years. Its performance is even better than that of the US.

This is the surprising conclusion of a study carried out for Sweden's white-collar trade union organisation - TCO - by its chief economist Mr Roland Spant and Mr Hans Loof, an economist with the country's local authority employers on the long-term trend in share market growth in 14 industrialised countries.

They have calculated that real share prices in Sweden have been particularly outstanding during the 1980s," says Mr Spant. Indeed, the market's growth between 1980 and 1984 equalled that of the whole previous 43 years.

There was a more than four-fold increase in nominal share values in Stockholm between 1980 and 1984, according to the research paper. Since 1984, the real increase in share prices has

rate of increase was 0.8 per cent in France and the Netherlands and 0.5 per cent in America and Britain. Three countries experienced an average annual decline in the real value of their share prices over the 50-year period - Norway, Belgium and Italy.

Nominal share prices in Sweden rose from an index based at 100 in 1937 to 6,977 this year, while real share values were nearly five times higher by this May compared with 1937.

The long-term development in real share prices in Sweden has been particularly outstanding during the 1980s," says Mr Spant. Indeed, the market's growth between 1980 and 1984 equalled that of the whole previous 43 years.

There was a more than four-fold increase in nominal share values in Stockholm between 1980 and 1984, according to the research paper. Since 1984, the real increase in share prices has

been higher in Japan, Finland, increase in share prices has been calculated for the 1984-1988 period. There was a 5.5 per cent rise in Japan's real share prices during these four years and a 6 per cent increase in West Germany.

The authors argue that Sweden's devaluations in the early 1980s gave companies a lead over their foreign competitors and led to powerful growth in profitability. The Swedish Government's reforms of the bourse, which made it easier for foreigners to acquire shares and its economic policies in general also helped renew buoyancy.

"Of all the industrialised countries for which a comparison is possible for the whole of the 1937-1988 period, Swedish share price growth has been outstandingly the most favourable," argues the study.

Neither Japan or West Germany were included in the long-term research but their real

Government is returned in September's general election. Share growth in Sweden and 13 other industrial countries, TCO Special Study June 1988, London, 14, Box no 5229, 1045 Stockholm.

The market profile series resumes tomorrow with a look at Frankfurt.

Market Growth
Average annual % change
1937-1988
Sweden

US	1.5
Finland	1.5
Australia	1.5
Canada	1.5
France	1.5
Netherlands	1.5
Austria	1.5
UK	1.5
Switzerland	1.5
Denmark	1.5
Norway	1.5
Belgium	1.5
Italy	1.5
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